Clackmannanshire Council

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Greenfield, Alloa, Scotland, FK10 2AD (Tel.01259-450000)

Housing, Health and Care Committee

Thursday 22 May 2014 at 10.00 am

Venue: Council Chamber, Greenfield, Alloa, FK10 2AD

Contact Finance and Corporate Services, Clackmannanshire Council, Greenfield, Alloa, FK10 2AD
Phone: 01259 452106/452004/452008 Fax: 01259 452230   E-mail: customerservice@clacks.gov.uk Web: www.clacksweb.org.uk

Date	Time

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HOUSING, HEALTH AND CARE COMMITTEE

To determine policies for the promotion of housing, health and care in Clackmannanshire within the strategic policy framework approved by the Council in relation to the following:

- children and families services
- adult care
- criminal justice
- housing provision
- homelessness
- community safety
- antisocial behaviour
- health improvement

With the exception of those matters reserved to Council or delegated to a Committee or an officer, advising the Council on social services matters and discharging functions of the Council as social work authority

With the exception of those matters reserved to Council or delegated to a Committee or an officer, advising the Council on housing matters and discharging functions of the Council as local housing authority

In consultation with the Education, Sport & Leisure Committee, the promotion of children's health and welfare (including the preparation, publication and review of a plan for the provision of services for children in Clackmannanshire);

To set standards for service delivery.

To secure best value in the provision of services.

To consider valid petitions submitted which relate to the areas covered by the Committee

To monitor performance in the delivery of services including consideration of:

- quarterly service performance reports
- inspection or other similar reports
- financial performance
- reports on the development and implementation of shared services
- joint working with health services

To keep under review the impact of the Committee's policies on Clackmannanshire

To hear representations on petitions which have been accepted by the Director of Finance and Corporate Services as valid in accordance with the council policy and criteria. The Committee shall report on every petition in respect of which it has heard representations to Council with its recommendations on how the petition should be disposed of, which may include a recommendation that no action be taken.

14 May 2014

A MEETING of the HOUSING, HEALTH AND CARE COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 22 MAY 2014 at 10.00 am.

Nikki Bridle
DIRECTOR OF FINANCE AND CORPORATE SERVICES

B U S I N E S S

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HOUSING, HEALTH AND CARE COMMITTEE – MEMBERS (COMMITTEE QUORUM 4)

Councillors		Wards		
Councillor	Les Sharp (Convenor)	1	Clackmannanshire West	SNP
Councillor	Tina Murphy (Vice Convenor)	1	Clackmannanshire West	SNP
Councillor	Gary Womersley (Ex Officio; Non-Voting)	3	Clackmannanshire Central	SNP
Councillor	Archie Drummond	2	Clackmannanshire North	INDP
Councillor	Walter McAdam, MBE	2	Clackmannanshire North	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Janet Cadenhead	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB

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MINUTES OF MEETING of the HOUSING, HEALTH AND CARE COMMITTEE held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 20 MARCH 2014 at 10.00 am.

PRESENT

Councillor Les Sharp, Convenor (In the Chair)
Provost Tina Murphy, Vice Convenor
Councillor Archie Drummond
Councillor Ellen Forson
Councillor Kathleen Martin
Councillor Walter McAdam, MBE
Councillor Bobby McGill *(S*)*
Councillor Derek Stewart
Councillor Gary Womersley, Ex Officio

IN ATTENDANCE

Garry Dallas, Director of Services to Communities
Ahsan Khan, Head of Housing and Community Safety
Jane Menzies, Assistant Head of Joint Social Services
Stuart McQueen, Solicitor, Legal Services (Clerk to the Committee)
Liam Purdie, Assistant Head of Service - Child Care
Stuart Landells, Service Manager

HHC.086   APOLOGIES

Apologies for absence were received from Councillor Janet Cadenhead. Councillor McGill attended as substitute for Councillor Cadenhead.

HHC.087   DECLARATIONS OF INTEREST

None

HHC.088   MINUTES OF MEETING: HOUSING, HEALTH AND CARE COMMITTEE HELD ON 22 JANUARY 2014

The minutes of the meeting of the Housing, Health and Care Committee held on Wednesday 22 January 2014 were submitted for approval.

Decision

The minutes of the meeting of the Housing, Health and Care Committee held on Wednesday 22 January 2014 were agreed as a correct record and signed by the Convenor.

**HHC.089   HOUSING AND COMMUNITY SAFETY FINANCE AND PERFORMANCE
                REPORT 2013/14 QUARTER 3**

A report which updated Committee on finance and service performance for Housing and Community Safety up to the third quarter of 2013/14 was submitted by the Head of Housing and Community Safety. Performance reported relates to the services' Business Plan for 2013/14.

Motion

That the Committee notes the report, while commenting on and challenging the performance as appropriate.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

Having commented on and challenged the report, the Committee agreed to note the information set out in the Housing and Community Safety Finance and Performance report 2013/14 Quarter 3.

HHC.090   HOUSING STRATEGY AND REGENERATION REPORT

A report which set out the progress on meeting the Council's strategic housing and regeneration priorities was submitted by the Head of Housing and Community Safety.

Motion

That the Committee agrees the recommendations set out in the report.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

The Committee agreed to:

1.   target a wider range of properties for acquisition under the "Off the Shelf" housing revenue account programme;

2.   re-prioritise part of the budget identified for General Fund "Off the Shelf" purchases to support other affordable housing projects;

3.   re-phase the Orchard Tullibody homeless project to allow a revised project appraisal to be completed; and

4.   note the remainder of the report.

Action

Ahsan Khan, Head of Housing and Community Safety

HHC.091   HEALTH AND SOCIAL CARE INTEGRATION

Health and Social Care Adult Services are required to formally integrate by April 2015 with the introduction of the Public Bodies (Scotland) Act. This offers an opportunity to deliver services jointly and simplify access to care. The report, submitted by the Head of Social Services updated the Committee on progress made on health and social care integration.

Motion

That the Committee notes progress, and provides comment and challenge as appropriate.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

Having commented on and challenged the report, the Committee agreed to note the progress made with health and social care integration.

HHC.092   COMMUNITY PAYBACK ANNUAL REPORT 2012-13

The local authority has a statutory duty under Sect 227ZM, Criminal (Procedure) Scotland Act 1995, to submit annual reports on the operation of the Community Payback Order to the Scottish Ministers. The report, submitted by the Head of Social Services, highlighted the volume, activity and detail of work undertaken by the Community Criminal Justice Team within the Clackmannanshire area and the benefits that the activity has for service users and the wider local community.

Motion

That Committee notes the content of the Clackmannanshire Council Community Payback Order Annual Report 2012/13.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

The Committee agreed to note the content of the Clackmannanshire Council Community Payback Order Annual Report 2012/13.

HHC.093   CHILD CARE SERVICES END OF YEAR SUMMARY REPORT

A report which provided an update on the Child Care Strategic Transitional Plan was submitted by the Assistant Head of Social Services, Childcare.

Motion

That Committee:

1.   note the progress and developments, commenting and challenging as appropriate; and

2.   note the intention to re-grade basic grade social workers to promote the recruitment and retention of staff.

Moved by Councillor Les Sharp. Seconded by Provost Tina Murphy.

Decision

Having commented on and challenged the report, the Committee agreed to note the progress and developments in Childcare Services. The Committee also agreed to note the intention to re-grade basic grade social workers to promote the recruitment and retention of staff.

ENDS 11.07 am

CLACKMANNANSHIRE COUNCIL

Report to: **Housing, Health and Care Committee**

Date of Meeting: **22nd May 2014**

Subject: **Social Services Business Plan 2014 - 2015**

Report by: **Head of Social Services**

1.0 Purpose

1.1. This report presents to the Committee the Social Services Business Plan for 2014 -2015 (contained as Appendix 1).

2.0 Recommendations

2.1. It is recommended that Committee;

- note the content of the Business Plan and comment on or challenge the priorities, risks and actions contained within it.

3.0 Considerations

Background

3.1. The Business Plan sets out the actions that Social Services will take forward over 2014-2015 and specifically identifies how these actions will contribute to Clackmannanshire Council's key priority outcomes. The plan incorporates priority setting, planned improvement activity, the development of the performance indicators set out in the Covalent system and a service wide risk management plan.

3.2. The Business Plan contains information and analysis of the key issues for the Service. The plan requires to be viewed in the context of evolving change across Social Services. Two key elements are the ongoing integration of the Shared Service and Health and Social Care Integration.

3.3. Links between the Business Plan and the Annual Governance Assurance process have been taken into consideration during the preparation of the Social Services Business plan.

3.4.   The Plan sets out an overview of the Service, its purpose and objectives and budget information for 2014-2015 . The key issues for Social Services are set out alongside actions that will be taken to improve and support the ongoing engagement with customers and staff.

4.0   Risks

4.1.   The Social Services Business Plan for 2014-2015 includes a Risk Plan which will be a standard agenda item at our Social Services Strategic Management Team Meeting.

5.0   Sustainability Implications

5.1.   None identified.

6.0   Resource Implications

6.1.   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 ☑

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

7.0   Exempt Reports

7.1.   Is this report exempt?   Yes ☐ (please detail the reasons for exemption below)

No ☑

8.0   Declarations

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

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

The area has a positive image and attracts people and businesses	☐
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☐
Our communities are safer	☑
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☑
Health is improving and health inequalities are reducing	☑
The environment is protected and enhanced for all	☐
The Council is effective, efficient and recognised for excellence	☑

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

9.0 Equalities Impact

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

Yes   No ☐

10.0 Legality

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

11.0 Appendices

11.1. Appendix A - Social Service Business Plan 2014 - 15

12.0 Background Papers

12.1. 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 ☐

12.2. The Business Plan for Social Services 2013-2014

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Chris Sutton	Service Manager	Ext : 5031

Approved by

NAME	DESIGNATION	SIGNATURE
Val de Souza	Head of Social Services	Signed: V de Souza
Nikki Bridle	Director of Finance & Corporate Services	Signed: N Bridle

Social Services

Business plan 2014-15

Making Clackmannanshire Better

1 SERVICE OVERVIEW

1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

The purpose of the Business Plan is to set out how the actions that Social Service will deliver over 2014-2015 will contribute to Clackmannanshire and Stirling Council's key priority outcomes. Social Services has a major contribution to make in supporting the delivery of the vision of both Councils. This is achieved through the provision of direct support and services to children, young people, families, adults and carers. Social Services also works in partnership and uses its influence with universal services to develop and extend personal and community resilience.

The Business Plan identifies the key issues for the next year, providing an overview of the ways in which Social Services will take forward key actions. The plan is informed by self assessment, and external scrutiny and incorporates approaches to performance and risk management. The Business Plan is the pivotal plan that provides a clear direction for the underpinning strategies for adult and child care services. There will be associated service development plans for individual service areas. All of the plans will be outcomes based and will incorporate performance and risk management approaches, the allocation of financial resources and approaches to staff and wider stakeholder engagement. The Service is committed to operational ownership of performance and quality assurance, therefore improvement actions will be incorporated into individual service plans.

The Service is committed to the delivery of modern outcomes focused services within available resources. The Service is focused on providing high quality, personalised and responsive services that are designed and delivered in partnership with individuals and local communities. By strengthening self-evaluation and through the use of robust performance management, the Service will deploy resources effectively and efficiently to deliver the desired outcomes.

The vision is focused, both on people with acute and complex needs, and on promoting the wellbeing of all by working in partnership with universal services. Social Services have a statutory duty across the lifespan to assess and determine eligibility for publicly funded services and to assess risks and determine the requirement for statutory intervention. By maximising the capacity of those who use and require our services, we will assist people to have as much independence, choice and control as possible over their lives and will use resources to best effect. By helping people earlier, and working more closely with the Third and Independent Sector, other Council services and NHS Forth Valley, the aim is to promote wellbeing and assist people to have as much independence, choice and control as possible over their lives The Service will share knowledge, skills and experience, to support and keep people safe at challenging times in their lives, and to enable people to achieve their full potential, reducing dependence on formal care services.
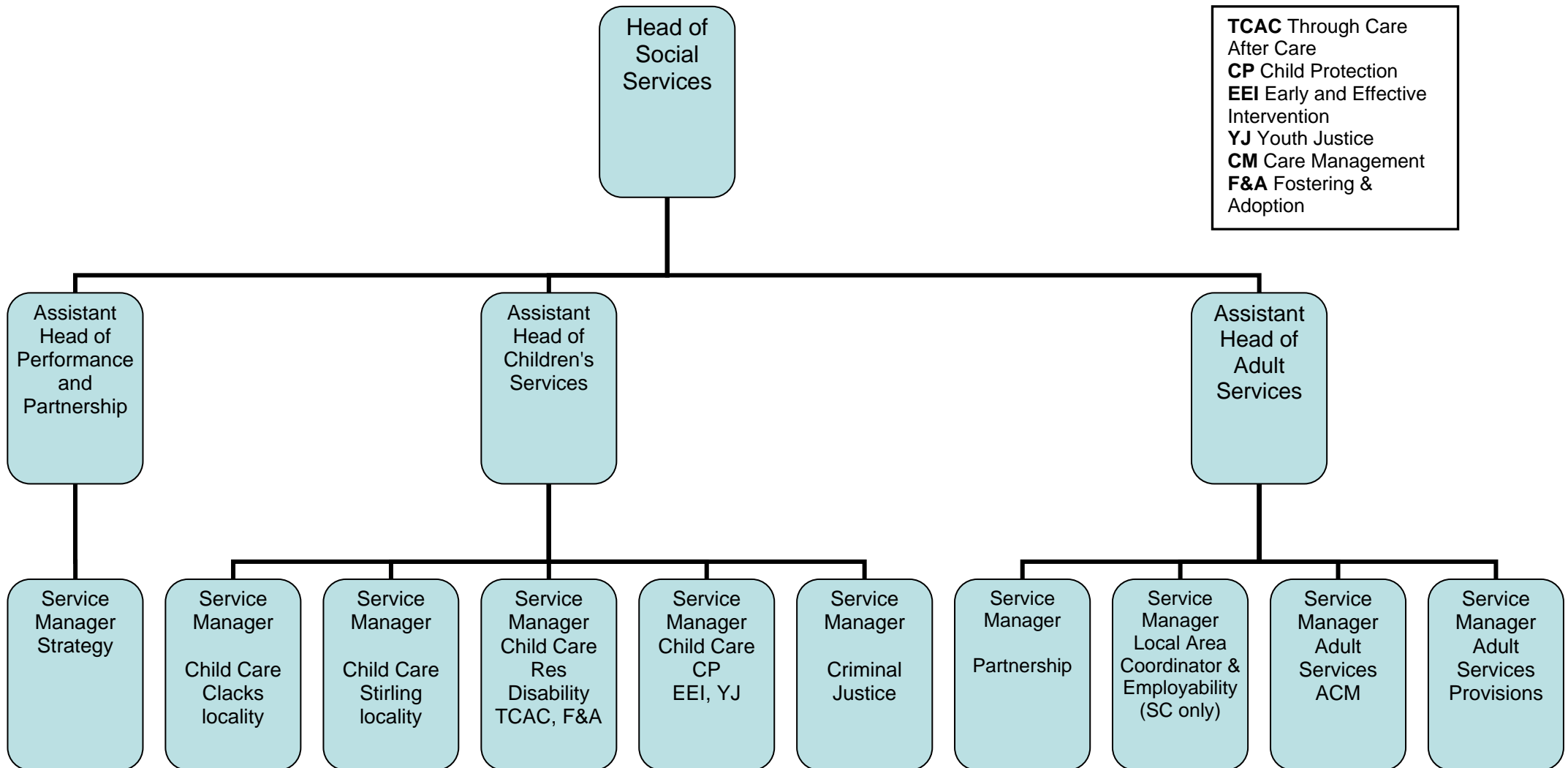
The key aspirations determined by the two councils for the Social service are:

- o To provide high quality, equitable and responsive services
- o To Keep children safe, healthy and prepare them well for adulthood
- o To Support adults to lead independent and fulfilled lives
- o To work with people who use the services, carers and stakeholders in the design and delivery of services
- o To provide personalised services, which deliver what people need to fulfil their potential

This means communicating openly and working in collaboration with the public and with other strategic partners. This also means being responsive to the changing needs of individuals and families, whilst recognising and fulfilling our statutory responsibilities.

1.2 SERVICE STRUCTURE

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                          Head of
                          Social
                          Services
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TCAC Through Care
After Care
CP Child Protection
EEI Early and Effective
Intervention
YJ Youth Justice
CM Care Management
F&A Fostering &
Adoption

Assistant Head of Performance and Partnership
- Service Manager Strategy

Assistant Head of Children's Services
- Service Manager — Child Care Clacks locality
- Service Manager — Child Care Stirling locality
- Service Manager Child Care Res Disability TCAC, F&A
- Service Manager Child Care CP EEI, YJ
- Service Manager — Criminal Justice

Assistant Head of Adult Services
- Service Manager — Partnership
- Service Manager Local Area Coordinator & Employability (SC only)
- Service Manager Adult Services ACM
- Service Manager Adult Services Provisions

1.3   BUDGET

Stirling Council

REVENUE BUDGET	£000
Head of Service/Management	**1,123**
Adults Social Services	30,273
Children's Social Services	9,352
Strategy, Commissioning and Partnership	3,146
Criminal Justice	-
Total Budget	**43,894**

CAPITAL BUDGET	
Project	**£000**
Telecare	130
Total	

Clackmannanshire Council

REVENUE BUDGET	£000
Head of Service/Management	**556**
Adults Social Services	14,395
Children's Social Services	10,630
Strategy, Commissioning and Partnership	1,342
Criminal Justice	-
Total Budget	**26,923**

CAPITAL BUDGET	
Project	**£000**
Telecare	75
Total	

2 KEY ISSUES FOR THE SERVICE

The key, national drivers for change in Social Services include:

1**. The Public Bodies (Joint Working) (Scotland) Act 2013** sets out the requirement for the integration by April 2015 of adult health and social care services and for joint strategic commissioning strategies to be in developed in partnership key stakeholders for all adult care groups.

2. **The introduction of the Social Care (Self-directed Support) (Scotland) Act** in April 2014, requiring Local Authorities to make significant shifts in the way services and supports are planned, commissioned and delivered to promote increased choice and control for those with social care needs. This includes adults, children, young carers and adult carers.

3. **The Children and Young People (Scotland) Act 2014** requires local authorities and health boards to develop joint children's services plans. The Act covers four main areas: Children's rights, Getting it Right for Every Child, Early Learning and Childcare and "Looked After " children. There is a statutory requirement on agencies to cooperate with each other in meeting the needs of children.

4. **The Community Empowerment and Renewal Bill** places new statutory duties on public bodies and Community Planning Partnerships (CPPs) to work effectively in partnership to deliver on local outcomes

5. **The Redesign of the Community Justice System** focused on delivering better outcomes for victims, people who offend and their families and for local communities.

6. **The Early Years Collaborative** is designed to promote early intervention and improve the life chances of children, young people and families at risk.

7. **The increase in demand on services**, specifically in relation to higher numbers of older people.

8. **The ongoing financial challenge and reducing public sector budgets**- The need to work within budget, to make best use of available resource and to ensure fair and equitable allocation of resources.

The Social Services Management Team have established key priorities for the Service and for specific service user groupings. The actions set out in this Business Plan build on the progress in taking forward these priorities in 2013-2014. The priorities address national legislative and policy demands, the need to deliver efficiencies in line with corporate objectives and to achieve better outcomes for individuals.   The priorities across service user groups are on improving the focus on prevention and early intervention, effective partnership working and collaboration, a coherent approach to workforce development and strategic commissioning of services based on a robust analysis of needs and a strong evidence base to deliver better outcomes. The Service has developed a coherent approach to meeting the requirements of Clackmannanshire and Stirling Councils aligned with *Making Clackmannanshire Better* and *Stirling Council Priority Based Budgeting.*

The Service will focus on the following key programmes during 2014- 2015. A number of individual projects will be progressed as elements of these overarching initiatives:

- Implementation of Self-directed Support for adults, children, carers and young carers;
- Redesign of Adult Care Services;
- Health and Social Care Integration;
- Redesign of Children's Services;
- The ongoing development of Multi-Agency Child Protection Services;
- Integration of Social Services Criminal Justice Service in line with the Scottish Government proposed model;
- Implementation of single case management systems across all service user groups.

3 APPROACHES

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

The Service is fully committed to engaging the wider public and those who currently use our services in the development of both our policies and procedures and in the review and redesign of services. It is essential that those who receive services and supports from us (and their families) are fully involved in every stage of the process from assessment through to care planning and review. We recognise the need to use a range of methods and styles of engagement and to be proactive in engaging those who may be "harder to reach".

The introduction of Social Care (Self-directed Support) (Scotland) Act 2013 requires Local Authorities to maximise the choice and control exercised by those with social care needs. The underlying principle of self directed support is the development of a culture and the tools to enable people to take greater control of the support they receive and how they receive it, so that wherever possible make their own decisions and manage their own risks. We recognise that this will require a significant shift in approach, placing a greater emphasis on the contribution of those who use our services as active citizens, rather than passive recipients of care. We are developing our web-based information and public leaflets to raise awareness about self-directed support. In 2013-2014, we interviewed a sample of service users who receive direct payments, we will follow this up in 2014-2015 by supporting the development of a self-directed support forum. The move towards increasing numbers of people directing their own support requires changes in the way we commission services as individuals become their own commissioners. It is essential that we engage and maintain an open dialogue with people who use our services, potential service users. This also includes using opportunities to engage with citizens in the wider community, to raise awareness, communicate and involve people in service developments. There are participation strategies in place across the Service and service user and carers forums meet on a regular basis in key service areas.

Feedback and opinions are gathered using a range of methods including surveys, service specific forums and consultation events. Annual surveys of service users are undertaken by the Performance and Quality Assurance Team. Clackmannanshire and Stirling Councils have an individual appointed with responsibility for the Social Work Complaints Process. The emphasis is on dealing with dissatisfaction with the service as early and as constructively as possible. The analysis of complaints provides feedback about outcomes for service users and carers and helps to identify where there are areas that require attention and improvement. The themes arising from consultations and complaints are reviewed by the Social Service Management Team and addressed through service delivery plans.

Partnership working across both Councils and with external partner agencies is key to the delivery of our operational services and the development of joint approaches to commissioning services. There will be a focus in 2014-2015, on engaging more extensively with third and independent sector partners working with all service user groups. We will extend the arrangements in place for engaging with service providers around the implementation of self directed support.

3.2 SUPPORTING AND DEVELOPING STAFF

Learning and Development team staff work with practitioners, managers and partner organisations to identify, plan for and deliver activities that support individual and organisational learning. The Service adopts a strategic approach to supporting and developing staff, which is aligned to national policy and legislative developments, while addressing services, team and individual requirements. Each area of learning activity is underpinned by four overarching principles:

>All learning should be centred on better outcomes for Children and Adults, Families and Carers
>Learning should be collaborative and integrated across Social Services and with Partner Organisations
>Learning should be experiential and create the opportunities for sharing and promoting good practice
>Practitioner feedback from learning events should inform service standards and improvement

Social Services works to provide a range of learning and development opportunities that uphold the commitment to continuously improve practice at all levels. A broad range of workforce learning and development activities are designed, developed, commissioned and delivered e.g. post qualifying awards, mandatory training, work based learning, a course, coaching a more recently on-line or e-learning.

Through its engagement with individuals, teams and services, the Service seeks to promote a culture of organisational as well as individual learning. A learning organisation embraces a shared responsibility for learning and emphasises the importance of discussion and planning between staff, line managers and senior management to establish a strong link between individual learning and service improvement.

Together with their involvement in the delivery of formal learning activities, members of the learning and development team work alongside operational colleagues to provide mentoring support, information and advice in all areas of learning and development.

Reports are produced providing an overview of learning and development opportunities. These reports may include or draw on the following data:

o On the day Evaluations
o Impact of Learning Evaluations
o Practice Audit and Reporting Protocol
o Qualifications achieved
o Activity reports
o Registration information
o Data from individual development plans
o E-Learning take up and pass rates
o Self Evaluation
o External inspection
o Evaluation and verbal or written feedback from individuals and managers

Social Services Managers are responsible for ensuring that staff members have the confidence and competence to undertake their role and responsibilities and ensuring that they accessing appropriate development opportunities. Each member of staff should have a professional development plan / performance review and development plan. This plan should be reviewed annually. The outcomes identified within individual plans should be clearly linked to those identified in service specific delivery plans and to the broader themes and priorities in the Social Services Business Plan. Workforce planning issues are addressed through service planning and through the process of service redesign to ensure that the workforce is fit for purpose to meet the core objectives. This is a key element of the integration across Clackmannanshire and Stirling Social Services, to ensure that resources are deployed efficiently and effectively across both Council areas and that the workforce is supported to meet the key priorities and objectives.

3.3 MANAGING SERVICE PERFORMANCE

Improving key areas of Social Services performance is a key priority for Clackmannanshire and Stirling Councils. The approach to service improvement is designed to support a whole systems approach, increasing the capacity of the service to improve and supporting a positive performance based culture. This approach is detailed in the Service Improvement Framework. The Framework is designed to bring all strands of performance management activity together and ensure accountability across the service and to key stakeholders. There is a focus on ensuring performance information is used effectively to support service change.

The importance of having robust arrangements in place to monitor and review the ways in which commissioned services contribute to the outcomes for individuals and service user groups is fully recognised. Systems are in place to identify and respond as appropriate to the assessment of services by the regulatory bodies and to gather information from external services about their performance. The development through self-directed support of individual budgets and individual service funds provides for alternative models of designing and commissioning service and supports. This will require a shift towards more outcomes orientated approaches to monitor and evaluate performance, with a clear emphasis on the voice of the individual service user. The Social Services Planning and Commissioning Team are working in conjunction with operational colleagues and provider organisations, to ensure there is a shared understanding of our approach to measuring and monitoring the performance of commissioned services.

The Service recognises that there is a need to embed a culture that is performance orientated and focussed on achieving better outcomes making best use of all available resources Supporting strategies, activities and procedures are in place and underpin the commitment to self-evaluation and continuous improvement across Social Services. Examples of this include:

- o An annual programme of self evaluation including practice and documentation audit and stakeholder perception;
- o The introduction of a Practice Governance Framework with clear expectations for managers to undertake audit in their teams and service areas;
- o A programme of PSIF self assessment to provide a baseline of current practice, areas of progress and areas of challenge;
- o A framework to ensure the alignment of financial, performance, workforce planning and service development functions;
- o Participation by the Service in an action research project - *Meaningful and Measurable* - designed to develop new approaches to measuring personal outcomes.

In 2014 -2015, the Service will build on this progress, with a strong focus on developing more integrated approaches to managing performance.   Over 2013-2014, there has been an increased focus on measuring and monitoring performance in partnership with NHS Forth Valley and Third

Sector partners, particularly in the context of re-shaping care for older people. This work will be progressed over 2014- 2015, to embed a more integrated approach to performance management in line with national requirements.

Involving front-line staff and managers in improvement activity and providing support to ensure that changes are fully implemented is critical. In Autumn 2014, the Service launched the Practice Governance Framework with operational managers. Clear expectations are set out for managers to audit case records and identify strengths and areas for improvement. We will build on this, involving operational staff in themed audits to support improvements in practice standards. The Service has now identified a group of operational staff, who will champion and be involved throughout 2014-2015 in improvement activity.

The introduction of single systems is a key mechanism for improving the efficiency of gathering management information and will support the redesign of processes in line with practice requirements. Operational staff and business support colleagues will continue to be actively involved in workshops to support the implementation of single case management systems across the Service.

The Performance Forum will continue to be the single point of reference for key performance information and activity. The service specific performance groups manage and monitor progress on improvement plans in their relevant areas, in response to self-assessment activity, internal audits, complaints and comments, and external inspection feedback. There are multi-agency forums where performance is reported e.g. Child Protection Committee, Adult Support and Protection Committee and Joint Management Meeting with NHS Forth Valley.

Information on performance and quality is reported using a Social Services Balanced Scorecard. All the scorecards incorporate information on resources, people and outputs and outcomes. Analysis of this will enable the service and key stakeholders to have clear information about overall performance and support the management of integrated business functions. The use of covalent supports the presentation of robust performance information that is of real value to service delivery and offers greater transparency to key stakeholders.

Social Services reports on performance indicators to Clackmannanshire Council Health, Housing and Care Committee and Stirling Council Health and Social Care Committee, on a quarterly basis. An annual year end summary is also presented. An annual report providing data and analysis about complaints is provided to Clackmannanshire and Stirling Councils. A joined up social work complaints procedure and guidance is in operation across Clackmannanshire and Stirling to support a consistent approach to complaints handling. The Chief Social Work Officer prepares an annual report for Clackmannanshire and Stirling Councils. Social Services is also subject to external scrutiny and regulation from the Care Inspectorate.

4 DELIVERY PLAN

Social Services Business Plan 2014-15

PRIORITY OUTCOME
Communities are more inclusive and cohesive, Be a good corporate parent

Covalent Code	KPI	2011/12	2012/13	2013/14	2014/15	2015/16	Lead
		Value	Value	Value	Target	Target	
ADC ADA 01a	% of people aged 65 and over with intensive care needs receiving services at home	43%	42%	45%[1]	TBC	TBC	Jane Menzies
ADC ADA 006	Delayed hospital discharges over 4 weeks	0	0	0	0	0	Jane Menzies
CHC LAC 05d	Percentage of looked after children who remain in their communities	n/a	88%	76%[2]	90%	90%	Liam Purdie
CHC TCA 002	% Care leavers aged 16+ with a pathway plan	21%	TBC	TBC	TBC	TBC	Liam Purdie

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SOS SSS 026	Deliver the Stirling Corporate Parenting Strategy and Action Plan following approval in January 2014 and ensure a joint approach is taken with Clackmannanshire	Lead and coordinate the Council's approach to corporate parenting and delivery of the Corporate Parenting strategy			Liam Purdie
SOS SSS 027	Identify service relationship management	Manage the service's engagement activities			Jane Menzies

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[1] Average of first three quarters.

[2] Average of first three quarters.

Communities are and feel safer, Substance misuse and its effects are reduced, Health is improving, Vulnerable people and families are supported, Increased focus on early intervention to help families in need.

Covalent Code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	2015/16 Target	Lead
CHC SCR 002	% of children requiring supervision seen by supervising officer within 15 working days	100%	80%	68%[3]	100%	100%	Liam Purdie
CHC SCR 01a	% Reports submitted to the Children's Reporter within 20 working days	64%	48%	85%[4]	90%	90%	Liam Purdie
CHC CPR 078	Children on the Child Protection Register with at least one Core Group in the past month	n/a	80%	86%	90%	90%	Liam Purdie
CJS ADP 001	% of Criminal Justice reviews of high risk offenders that took place by scheduled date	n/a	100%	100%	100%	100%	Val de Souza
CHC CPR 029	Children on the child protection register visited weekly and seen	n/a	100%	100%	100%	100%	Liam Purdie
ADC ADA 018	% of Adult Support and Protection investigations that have an outcome of an initial case conference	n/a	12%	25%	Data only		Jane Menzies
ADC ADA 019	% of Adult Protection IRD/planning meetings held within 24 hours of referral	n/a	66%	73%	75%	75%	Jane Menzies
CHC LAC 18a	children looked after away from home with 3+ placements	n/a	n/a	n/a	Data only		Liam Purdie
CHC TCA 003	% Care leavers aged 16+ with a pathway co-ordinator	TBC	TBC	TBC	TBC	TBC	Liam Purdie

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SOS SSS 028	Develop a staged model of intervention that defines a tiered pathway of support and intervention	To develop a multiagency approach to family and parenting support, supporting early and appropriate intervention			Liam Purdie
SOS SSS 029	Ensure early intervention to improve outcomes for children and their families is prioritised				
SOS SSS 030	Clearly define the multi agency and single agency roles and responsibilities				
SOS SSS 031	Improve the quality and consistency of assessment, decision				

[3] Average of first three quarters.
[4] Average of first three quarters.

12

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
	making and timescales around permanency planning. Improve the medium and long term outcomes for children in permanency planning.				
SOS SSS 032	The development of an evidence based outcomes focussed adult care pathway with Health	Improve outcomes for adults with complex needs			Val DeSouza
SOS SSS 033	Develop a multiagency prevention focussed pathway of care				
SOS SSS 034	Shift the balance of care towards effective care at home				
SOS SSS 035	Oversee design and business case development	To lead the delivery of the Stirling Care Village			Val DeSouza
SOS SSS 036	Oversee project implementation				
SOS SSS 037	Establishment of a shared development team to progress the work of the Joint Management Team	The establishment of a formal Health integration arrangement for adult services to be in place by 2015			Val DeSouza
SOS SSS 038	Establishment of preferred governance model for the partnership				
SOS SSS 039	To progress a joint commissioning strategy for adults with complex needs				

PRIORITY OUTCOME

Our Public Services Are Improving

Covalent Code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	2015/16 Target	Lead
SOS CUS 001	Number of complaints received	5	3	1[5]	Data only		Jane Menzies
SOS LAG 003	% of staff who feel that the annual appraisal system helps them improve the way they do their job	n/a	54%	54%	60%	60%	Val de Souza
GOV SAB SOS	Staff sickness absence throughout social services	n/a	n/a	TBC	TBC	TBC	Val de Souza
ACC BUV SOS	Projected variance as % of actual budget	-6.66%	+0.88%	TBC	TBC	TBC	Val de Souza
SOS IBP 009	Social Services Assessments completed within timescale	78%	71%	70%[6]	75%	75%	Val de Souza

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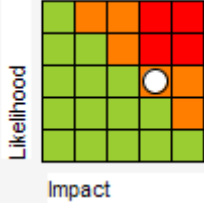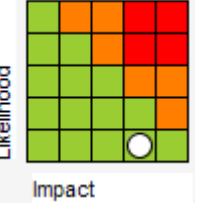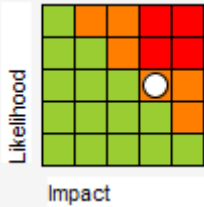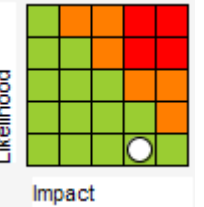
[5] Average over three quarters.
[6] Average over three quarters.

Covalent Code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	2015/16 Target	Lead
SOS LAG 027	% staff who feel they have the ability to improve the service their team provides.	n/a	55%	57%	65%	65%	Val de Souza
SOS CUS 002	% Social Services who achieve Care Inspectorate evaluation scores of 4 and above across residential and day services	n/a	94%	62.5%[7]	100%	100%	Val de Souza
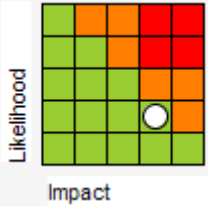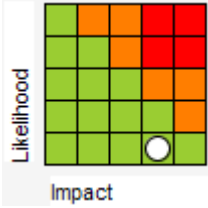
Covalent Code	ACTION	Impact	By When	Project Budget	Lead
SOS SSS 040	Ensure effective budget management arrangements are in place and are effectively reported	To manage costs within budget demonstrating value for money			Val de Souza
SOS SSS 041	Ensure effective customer standards are in place	To deliver service to customers at the appropriate standards of service			
SOS SSS 042	Ensure customer standards are effectively reported and managed				
SOS SSS 043	Ensure consistent application of attendance support and capability procedures across service	To have a high attending, motivated and engaged workforce			Val de Souza
SOS SSS 044	Undertake employee engagement activities	To have a high attending, motivated and engaged workforce			Val de Souza
SOS SSS 045	Report results, agree and implement improvement actions				
SOS SSS 046	Ensure effective risk and resilience management arrangements at service level	To manage risks appropriately at the right level			Val de Souza
SOS SSS 047	Ensure the most vulnerable clients needs are represented,				
SOS SSS 048	Manage public protection risks.				

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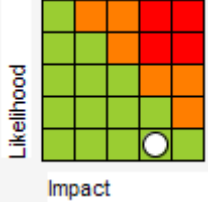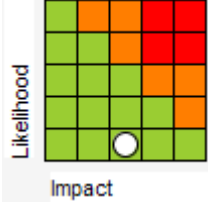
[7] As at quarter three.

14

Social Services Risk Register 2014-15
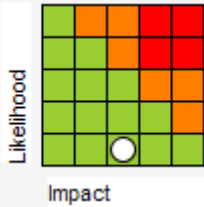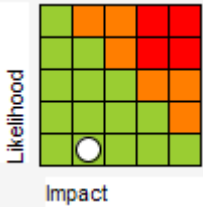
Covalent Code	Risk Description	Status	🔺	Current Rating	12	Target Rating	4
STP SOS 014	We may fail to work effectively in partnership with NHS Forth Valley						
Managed By	Jane Menzies						
Potential Effect	Failure to; ▪ meet Scottish Government objectives ▪ meet Council objectives ▪ deliver the required services						

Related Actions	SOS RIS 001	Joint action plans and commissioning strategies	**Internal Controls**	Corporate Management Team meetings STP SOS CMT
				Health & Social Care Joint Management Team meetings STP SOS JMT
Latest Note	Ongoing discussions between the Councils and NHS regarding integration.		**Managed By**	Jane Menzies

Covalent Code	Risk Description	Status	🔺	Current Rating	12	Target Rating	3
STP SOS 015	Lack of a sufficiently robust strategic planning framework across all care groups						
Managed By	Jane Menzies						
Potential Effect	Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs						

Related Actions	SOS RIS 002	Joint commissioning work plan in place	**Internal Controls**	Joint Commissioning Strategy for Older People STP ADC JCS
				Health & Social Care Joint Management Team meetings STP SOS JMT
	SOS RIS 003	Additional resources in place to progress and deliver on efficiencies in line with strategic objectives for commissioned services.		Shared Social Services Change Programme STP SOS CPP
				Programme for capacity planning and commissioning
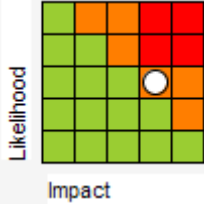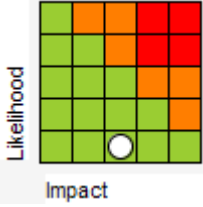
						activity in place for Social Services for 2013 - 2014. STP SOS CPP	
Latest Note					**Managed By**	Jane Menzies	

Covalent Code	**Risk Description**		**Status**	✅	**Current Rating**	**8**	**Target Rating**	**2**
STP SOS 016	There is a risk that procedures are not up-to-date and easily accessible by staff							
Managed By	Jane Menzies/Liam Purdie							
Potential Effect	Failure to: ▪ meet Scottish Government objectives ▪ meet Council objectives ▪ deliver the required services Risk of harm to current or potential service users							
Related Actions	SOS RIS 004	Work has commenced to develop action plan and allocate resources to review operational procedures and guidance.			**Internal Controls**		Service Plans STP SOS SPM	
Latest Note					**Managed By**		Jane Menzies & Sheila Graham	

Covalent Code	**Risk Description**		**Status**	✅	**Current Rating**	**4**	**Target Rating**	**4**
STP SOS 017	Information system may be unavailable due to lack of controls							
Managed By	Tony Morrison/John Allan							
Potential Effect	Negative impact on the smooth running of the service							
Related Actions	SOS RIS 015	Review Disaster Recovery and Business Continuity arrangements for shared Social Services			**Internal Controls**		Joint IT Governance Group STP SOS IGG	
	SOS RIS 016	Develop an implementation plan for the migration to SWIFT from CFIS for Childcare Clacks.					Business Continuity Plans FCS CUS BCP	
							Shared Social Services Change Programme STP SOS CPP	
Latest Note					**Managed By**		John Allan	

Covalent Code	Risk Description	Status	✅	Current Rating	3	Target Rating	2

STP SOS 018	Criminal Justice Services may fail to meet the outcomes expected by the Community Justice authority, particularly in relation to a reduction in re-offending
Managed By	Stuart Landels
Potential Effect	Negative impact on the smooth running of the service. Reputational damage

Related Actions	SOS RIS 005	Service plan to be updated incorporating practice governance.	Internal Controls	Social Services Business Plan (performance Information) STP SOS BUP
				CJ Performance Management Group STP CJA CPF
				Fife and Forth Valley Community Justice Authority Area Plan 2011-2014 (Performance monitoring Framework) STP CJA ARP
				CJ Service Plan STP CJA SRP
				MAPPA guidance STP CJA MPA
Latest Note			**Managed By**	Stuart Landels

Covalent Code	Risk Description	Status	🔺	Current Rating	12	Target Rating	6

STP SOS 019	We may fail to have full contract monitoring procedures and compliance in place for Social Services
Managed By	Jane Menzies
Potential Effect	Pressure on contract compliance staff Paying for services not provided Non compliance with statutory reqs Critical services may not be supplied

Related Actions	SOS RIS 006	Strategy service redesign to provide additional capacity for contract management and monitoring.	Internal Controls	Corporate Procurement Strategy STP SOS PRO
				Shared Social Services Change
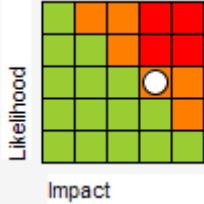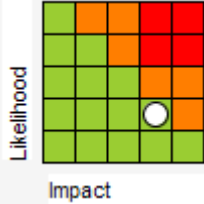
		Programme	STP SOS CPP
		Corporate Contract Standing Orders	STP SOS CSO

Latest Note	Additional temporary resources allocated to address contract compliance for Social Services.	Managed By	Jane Menzies
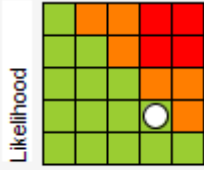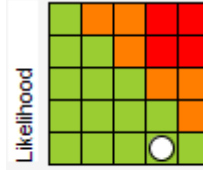
Covalent Code	Risk Description	Status	✅	Current Rating	8	Target Rating	3
STP SOS 020	Failure to meet targets on processes, requirements and service standards including administrative processes						
Managed By	Val de Souza						
Potential Effect	We may fail to deliver the required services Risk of harm to current or potential service users						

Related Actions	SOS RIS 007	Review of key processes is in progress	Internal Controls	Social Services Business Plan (performance Information) STP SOS BUP
				Senior Social Services Management Team STP SOS SMT

Latest Note		Managed By	Val de Souza
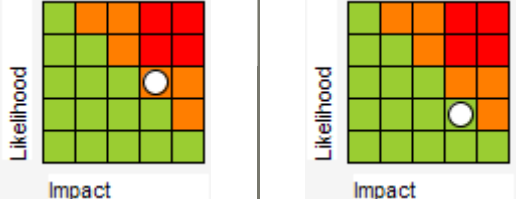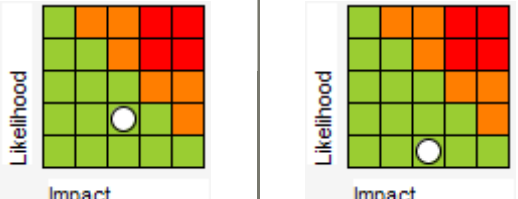
Covalent Code	Risk Description	Status	⚠️	Current Rating	12	Target Rating	6
STP SOS 021	We may fail to have sufficient staff capacity to undertake core duties						
Managed By	Val de Souza						
Potential Effect	We may fail to deliver the required services						
	Lack of effective support to staff Risk of harm to current or potential service users						
	We may fail to meet statutory requirements						

Related Actions	SOS RIS 008	Focussed interventions in service areas i.e. recruitment, attendance, support, supervision and PRDs.	Internal Controls	Recruitment & retention policy STP SOS RTP
				Attendance Support Policy STP SOS ASP
	SOS RIS 009	Increased focus on Workforce Planning and Workforce Development		Supervision policy STP SOS PRD
				Business Continuity Plans FCS CUS BCP

Latest Note		Managed By	Val de Souza

Covalent Code	Risk Description	Status	⚠	Current Rating	12	Target Rating	3
STP SOS 022	We may fail to have competent, confident staff and managers to undertake core duties						
Managed By	Val de Souza						
Potential Effect	Failure to deliver the required services and meet statutory requirements. Lack of effective support to staff Risk of harm to current or potential service users						

Related Actions	SOS RIS 010	Risk Assessment and Risk Management Training Programme	Internal Controls	Corporate health & safety policies FCS GOV H+S
				Clacks Supervision policy STP SOS PRD
				Learning & Development Strategy STP SOS LDS
	SOS RIS 011	Performance Forums in place across all service areas		Staff engagement plan STP SOS SEP
				Integrated Children's plan - FV GIRFEC agenda STP CHC ICS
				FV risk assessment model - child & adults STP SOS RAM
				Child protection procedures STP CHC CPP
				MAPPA guidance STP CJA MPA
				Workforce Learning & Development Strategy, Plan & Framework (Clacks) STP SOS WLD

Latest Note		Managed By	

Covalent Code	Risk Description	Status	✅	Current Rating	8	Target Rating	3
STP SOS 023	Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services						
Managed By	Jane Menzies						
Potential Effect	Potential for service closure Reputational damage to Service & Council						

Related Actions	SOS RIS 012	All services to have service specific forums focused on performance management	Internal Controls	Care Inspectorate Improvement Plan STP SOS CIP
				Performance Forum STP SOS PER
				Annual Plan for Audit Activity STP SOS AUD
				PSIF programme STP SOS PSF

Latest Note	Planning and Commissioning team monitoring externally commissioned services to ensure adherence with required standards.	Managed By	Jane Menzies

Covalent Code	Risk Description		Status	⚠️	Current Rating	12	Target Rating	6
STP SOS 024	Instability in the external care home market							
Managed By	Jane Menzies							
Potential Effect	Potential for service closure Deterioration in service standards Reputational damage to service							
Related Actions	SOS RIS 013	Contingency Plans in place.			**Internal Controls**		Contracts Monitoring Framework STP SOS CMF	
	SOS RIS 006	Strategy service redesign to provide additional capacity for contract management and monitoring.						
Latest Note					**Managed By**		Jane Menzies	

Covalent Code	Risk Description		Status	✅	Current Rating	6	Target Rating	
STP SOS 025	Industrial relations may deteriorate							
Managed By	Val de Souza							
Potential Effect	Disruption to service delivery. Negative impact on Employee Morale, Risk of harm to service users or potential service users							
Related Actions					**Internal Controls**		Industrial relations meetings. STP SOS INR	
							Staff engagement plan STP SOS SEP	
Latest Note					**Managed By**		Val de Souza	

CLACKMANNANSHIRE COUNCIL

Report to   Housing, Health and Care Committee

Date of Meeting: 22 May 2014

Subject: **Child Care Services Progress Report**

Report by: **Head of Social Services**

1.0   Purpose

1.1   The purpose of this report is to give an update of the Transitional Child Care Plan *(Appendix 1)*. Also to provide a summary of the progress from regular reporting of the Social Work developments provided for committee since June 2012.

2.0   Recommendations

It is recommended that the Housing Health and Care Committee:

2.1.1   Note the progress and developments that have been achieved since June 2012 and comment and challenge as appropriate

2.1.2   Note this final report with future performance incorporated into the routine reporting for committee

3.0   Considerations

3.1   Progress on the Child Care Strategic Transitional Plan has been reported to each Committee since June 2012. The aim was for the plan to become embedded into mainstream activity by the end of the 13/14 financial year.

3.1.2   This report will comment on the issues and progress to date and make reference to areas and issues highlighted from previous committee reports. The report will also raise points of note for the Committee regarding current issues and themes relevant to Social Work Child Care services.

3.2   **Centre of Excellence for Looked After Children in Scotland (CELCIS)**

3.2.1   CELCIS have been involved throughout the period of transition as a consultative support and critical friend. They have offered mentoring to staff and managers, support in developing and delivering training and advice and guidance in the development and implementation of the Child Care Transitional Plan.

3.2.2   In September 2012 Clackmannanshire Council requested through the Scottish Government that CELCIS assist in developing and implementing an improvement plan specifically in the areas of permanence and looked after children away from home. Below is a summary of some areas of note from

CELCIS. Also attached is a report from CELCIS *(Appendix 2)* which identify their work and progress to date within Clackmannanshire Child Care as well as work across Stirling Council.

3.3 **Targeted Areas of Progress**

3.3.1 **GIRFEC implementation** has been identified as a tangible development. The routine use of Integrated Assessment Framework (IAF), the multi-agency training of GIRFEC across all Social Work child care staff. The use of GIRFEC reports as routine practice are recognised as being achieved and continue to progress.

3.3.2 Development of the workforce previously reported to committee has also seen training and development of staff in the following areas over the past 18 months:

- Rapid Improvement Event in relation to Child Protection.
- Peer Reviews offered to staff by CELCIS.
- Attachment Theory and Behavioural responses to Trauma
- Permanency Planning Training in relation to completion of formal paper work and review of Permanency Planning Business Processes.
- Statutory Framework for Social Work Practice.
- Through Care After Care Training for Social Workers and wider stakeholders.

3.3.3 The above developments and work of CELCIS have been integral to the improvement plan. Notwithstanding the above Social Work staff have also accessed additional training as part of their own individual development.

3.3.4 CELCIS will continue to work with Clackmannanshire Council and Stirling Council until December 2014. This will provide support to maintain the current progress achieved to date as well as to support the development of a multi-agency action plan following the publication of the findings of the Integrated Child Care Inspection.

3.4 **Workforce Development**

3.4.1 As reported at committee dated the 20th of March the grading structure of Social Work staff within Clackmannanshire council had a negative impact on recruitment and retention. As of the 1 April 2014 all Social Work staff will start at grade 8. This development now reflects a starting salary commensurate with neighbouring local authorities.

3.4.2 **Agency staff** have been deployed over a significant period from October 2012 to cover Social Work posts due to a deficit in numbers of staff to meet demand. As reported in previous committee reports there was a cost implication to the service and a local authority commitment of £750K was made to address the risk associated with inadequate staffing. This was not only to manage risk but also to stabilise the workforce during the period of transition. Due to the resolution of the starting salary above the future need to rely on agency staff will reduce.

3.4.3 **Staffing.** Since 2012 there has seen significant developments in front line social work capacity as well as management capacity. The following is a comparison of established posts in the Long Term Teams as identified in October 2012 with current establishment in March 2014.

2012	FTE	2014	FTE
Team Leaders	1	Team Managers	2
		Assistant Team Manager	2
Social Workers	8.5	Social Workers	23
Social Work Assistants	1.5	Social Work Assistants	7

3.4.4 As identified above the local authority commitment of £750K has seen a significant increase in staffing. This also enabled an increase in management capacity and the development of Team Manager posts with Assistant Team Manager posts also being created to add to capacity and management support.

3.4.5 Towards the end of 2013 a review of the senior management capacity was also undertaken. This was in light of the implications of Health and Social care Integration and as a result of the introduction of the Children and Young Peoples Bill. As a result the post of Assistant Head of Services Child Care was established and a permanent full time appointment made in January 2014. This is seen as a significant post with a commitment to ensuring children's services remain a priority within Clackmannanshire through a period of significant change and challenge in social services.

3.5 **Social Work caseloads**

3.5.1 Social Work caseloads were highlighted previously as an area of concern. With the commitment to increased staffing capacity and with improvements in systems and practice the average caseload of a qualified worker has decreased incrementally. In October 2012 the average caseload in the Long Term Teams was identified as 47 cases per full time equivalent worker. Current caseloads as a result of the increased capacity is in the region of 20 cases.

3.5.2 **Pending lists** were also identified as a risk and in October 2012 the reported pending list for the Long Term Teams was 191. These were cases with no identified allocated worker. Current practice and developments note that there is no pending list as at March 2014. There is a system in place with two qualified workers identified to review all new referrals and prioritise as appropriate so that risk management of cases is on-going. Changes in a child or families circumstances can be responded to and reprioritised to ensure an appropriate and proportionate response.

3.6 **Governance**

3.6.1 A Balanced scorecard/performance matrix has now been implemented. Not only does this measure and report on performance but identifies early and routinely areas or individuals where additional attention or developments are needed. This is a transparent process that holds managers and staff accountable on an individual level for performance and practice. There is still a challenge ensuring that managers and staff complete the necessary activity and see this as an integral part of their role however, the balanced scorecard highlights areas of concern at an early stage.

3.6.2 As previously reported to Committee each area of child care is subject to a Service Plan with a Service Manger lead for each plan. Service Managers will report progress in their respective areas at regular intervals using Covalent. The Child Care Performance Forum will be the mechanism for reporting progress which meets monthly and jointly chaired by the Assistant Head of Social Services for Strategy Performance and Partnership and the Assistant Head of Service for Child Care.

3.6.3 The Practice Governance Quality Assurance Framework launched in November will also be a standing item at the Childcare Performance Forum. A monthly reporting of activity has been devised for all managers which will be transparent to identify sampling and auditing of case records on an on-going basis. The Multi Agency Children's Improvement Group (MACIG) has also identified a programme of sampling and audit activity over the next year. Below is a sample of the audits currently undertaken and planned for the coming year. Social Work staff are identified as leads and participants for each audit which is reported to the MACIG chaired by the Assistant Head of Social Services for Strategy Performance and Partnership.

- December 2013: Children's Case Files - 9 Files Audited

- January 2014: Multi Agency Self Evaluation against Outcomes

- June 2014: Timing of risk assessment is in keeping with the needs of the child on CPR. Risk dealt with adequately. Quality of risk is good or better.

- August 2014: Frequency of children on the CPR being seen

- October 2014: audit. Bi-annual multi agency child protection case file Thematic audit to focus on referrals/thresholds and outcomes

- December 2014: Chronology in place in CP files, CP plans are smart

3.6.4 There is still a recognition that the challenge for continued improvement must progress further. Not withstanding the progress that has been made and the processes for monitoring improvement that is ongoing there is a recognition to develop a culture of improvement that is embedded in practice. This will instil respect for and from service users as well as amongst stakeholders. Staff engagement is seen as critical to promote this objective. Further staff engagement sessions are therefore planned. These will focus on progress to date and how we maintain the momentum as well as looking at how we challenge and support each other to improve services and outcomes.

3.7 **Integrated Childcare Inspection (ICI)**

The joint inspection of services for children and young people in Clackmannanshire Community Planning Partnership area took place between January and February 2014. The inspection covered a range of services in the area that had a role in providing services to children, young people and families. The first phase of the inspection was reviewing Leadership and strategic direction. A review of case files has also been undertaken with 87 Clackmannanshire Social Work case files being inspected. A programme of focus groups with front line staff was also undertaken as well as focus groups

and individual interviews with service users as part of the inspection. The inspectors have also undertaken a staff survey and this will be reported on as part of the inspection findings.

3.7.1 The outcome of the inspection will be formally notified to the local authority end of May/June 2014. The findings of the report will inform actions and areas for development across the Community Planning Partnership area for services that have a role in providing services to children.

3.7.2 As part of the inspection interim informal feedback has been received from the lead inspectors to senior officers and managers across services. Interim feedback has identified areas of good practice as well as areas of development. The process is to allow agencies in an integrated way to respond to the interim findings with a written response. This will be completed for 25th of Aril 2014 for inspectors for consideration for their final report in May/June 2014.

3.8 **Transitional Child Care Plan.**

3.8.1 The Transitional Child Care Plan was developed in October 2012. As well as a tool to assist and measure improvement and development in service delivery the aim was to consolidate good practice into mainstream activity and performance. As a department child care is now in a good position to continue to build on the developments to date. The above areas highlighted and details outlined in the CELCIS report as well as the Transitional Plan identify increased investment and capacity of the staff group and management capacity; increased investment in staff development; a review of systems and processes to improve performance and identify concerns on an on-going basis; improved processes in for example permanency planning and case management.

3.8.2 The final review of the Transitional Child Care Plan is scheduled for June 2014 however the plan should now evolve into the Joint Integrated Care Inspection Action Plan which will be the focus of action and development over the coming year. The reporting of this plan should now become mainstream reporting in child care for future committees.

4.0 **Sustainability Implications**

4.1 Activity to improve service delivery assists in achieving a sustainable service for the future.

5.0 **Resource Implications**

5.1. Financial Details

5.2. There are no financial implications associated with this report.

Yes ☑

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. N/A in this instance Yes ☑

5.4. Staffing

6.0   Exempt Reports

6.1.   Is this report exempt?   Yes ☐ (please detail the reasons for exemption below)   No ☑

7.0   Declarations

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

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

The area has a positive image and attracts people and businesses	☐
Our communities are more cohesive and inclusive	☐
People are better skilled, trained and ready for learning and employment	☐
Our communities are safer	☐
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☐
Health is improving and health inequalities are reducing	☐
The environment is protected and enhanced for all	☐
The Council is effective, efficient and recognised for excellence	☑

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

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? N/A on this occasion.   Yes ☐   No ☑

9.0   Legality

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

10.0   Appendices

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

Appendix 1 - Transitional Strategic Plan Clackmannanshire Child Care

Appendix 2 - CELCIS 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)

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Approved by

NAME	DESIGNATION	SIGNATURE
Val de Souza	Head of Social Services	Signed: V de Souza
Nikki Bridle	Director of Finance & Corporate Services	Signed: N Bridle

Aim: *To keep children safe, healthy and prepare them well for adulthood*

Position at March 2014

	Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accountable person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
1	**Successful Implementation and embedding of the principles of Getting it Right For Every Child (GIRFEC**)	1.1 GIRFEC training completed and being embedded in practice.	All staff have undertaken multi-agency GIRFEC training	Jane Menzies Assistant Head of Social Services (AHOSS)	A multi-agency training programme has been delivered	Completed January 2013	Programme of training events delivered with appropriate support.	Courses x 5 provided on Permanence / Form E / Adult Protection / Attachment / Trauma Provision of resource material on legislation and research Programme of short inputs to team meetings and peer review
		1.2 Staff operating according to GIRFEC principles and processes including the use of Integrated Assessments Vulnerable children are safe and supported	Multi-agency workshops delivered by TO ENSURE consistent use of new GIRFEC paperwork including the Integrated Assessment Framework	Multi Agency training group	Workshops have taken place	Completed February 13	Multi-agency workshops report that staff are `compliant` in delivering practice based on GIRFEC principles and practice. An audit of cases between Feb and April 13 presented to the children's hearings shows there is an IAF in place	33 attended across 3 workshops IAF now operational in LAAC process from May 2013 Chair of Children's Hearings reports significant improvement in assessment
		1.3 The quality of risk assessment and management is improved There is clear evidence of early intervention and decision making	The review and implementation of assessment and care planning and permanence processes.	CELCIS With Scotland	Workshop has taken place social service staff on child protection processes Training in planning stage to support wider range of	Review Jan 14	All child care processes, including child protection, are easy to understand.	Process mapping complete, Quality assurance, system and support issues address in case management workshop. Implementation of Barnardos outcome framework measuring

1

Outcome to be achieved		What will achievement of the outcome look like?	Action to achieve outcome	Accounta ble person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
					staff to chair core groups			risk and needs of most vulnerable children
		1.4 There is a multi-agency understanding of risk thresholds with consistent application across Stirling and Clackmannanshire. Children are safe and protected	Review and implement robust and effective risk assessment and risk management procedures	CC AHOS	Multiagency assessment of referrals has been agreed. Some residual discussion but agreement when IRDs and Multiagency discussion required.	Further review of progress required Feb 14	Evidence through audit of case files adhering to risk management process agreed and that this assessment is of an acceptable quality	
					An audit of CP risk processes has taken place - multi agency self assessment - Jan - March 2013	**Completed April 13**		Clackmannanshire staff present and incrementally developing a role in the MA HUB
					A permanence process mapping event has taken place	Completed May 2013	Processes are embedded in practice	Practice Governance framework in place to ensure a systematic approach to audit. Agreed permanence process implemented with support from CELCIS. New childcare case mgt system has aligned this process with IT system ensuring QA and role clarity.

2

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accountable person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
	1.5 The service can clearly evidence its response and intentions in relation to: • Immediate response to child protection concerns • Planning for the individual child • Quality of assessment of risks and needs • Early and effective intervention	A review of child protection processes and decision making to understand, issues and opportunities for improvements	Jane Menzies	A three day child protection rapid improvement event has been undertaken identifying pathway from child protection concern raised to initial case conference Care Inspectorate supported a multi-agency assessment exercise in relation to Child Protection services now complete/ Multi-agency briefings regarding Child Protection self-evaluation of key staff planned for Dec 2013. An interim CP case conference chair has been engaged with assistance from CELCIS.	Complete April 13 Review re Multiagency element Feb 14 Report produced April 2013 **(Completed)**	Clear and agreed process is in place for the HUB, with associated service change	All social services arrangements in place. Some multiagency discussion needed to address capacity concerns of partners. Clacks in the Hub with role incrementally developing. Report provided to CEX that evidenced clear progress from previous inspection, Paper presented to Committee. Actions from inspection in CP Self Evaluation Plan monitored through the Multi-agency Continuous Improvement Group. Service Specific issues embedded in childcare service plans to progress.
	1.6 Planning for the individual child		CC AHOS	CELSIS partnership work for children with disabilities and a specific focus group will be established for this client groups			

3

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accountable person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
	1.7 Early Intervention	Actions in place to ensure early and effective intervention in the care of children		Proposed childcare redesign considers a prevention focus and family centred approach The spread sheets to monitor progress in permanency cases and the monthly tracking meetings continue to develop. This allows for on-going scrutiny and early intervention as cases progress. Withscotland has researched CP referrals rates, scrutiny of this information will allow for an earlier and more informed approach to reducing referrals			Report to go to Committee Systematic process to overseeing permanency cases and intervening promptly is in place. Report will be presented to Committee in the new year
	1.8 There is evidence that the fostering and adoption (permanence panel) operates to the quality required by children needing permanence in Clackmannanshire and Stirling (Including frequency, process, decision making etc)	Review effectiveness of fostering and adoption panel and all permanence focussed meetings.	CELCIS AHOSS	A Review is completed to ascertain effectiveness of permanence meetings.	Completed June 13	No waiting list exists for presentation to the panel	No waiting list

4

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accountable person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
				Foster care panel has been developed to review all existing foster carers by march 14, as well as kinship care reviews. Tracking process in place which has now been built into case management system		Evidence of timely decision making and a single decision being made There is no evidence of unnecessary delay Comprehensive plan in place for permanency practice.	New process has reduced delay A tracking meeting is now in place to provide quality assurance in relation to the progress of cases.
	1.9 Appropriate performance measures are in place to gauge efficiency of the process Supported by evidence of Self Evaluation.		Jane Menzies / AHOS	Childcare balanced scorecard refreshed Audit of childcare cases December 13.	This element requires on-going review. Progress to date noted.	Clear performance framework Reporting schedule Evidence of self-evaluation	Regular performance reports to Health , Housing and Care Committee Corporate CIM process underway Balanced scorecard monitored Practice governance framework in place Evidence of recent audit
	1.10 Staff and managers have access to robust up to date information on children and their families and use this information to take effective decisions	A full review of ICT and Case management requirements Staff engaged to determine ICT needs Staff involvement in shaping the new case management system	Jane Menzies	A business Case to introduce SWIFT across Shared Service has been agreed with Northgate engaged. Monthly project board meetings. Demonstration of SWIFT workshops underway with a wide range of staff. All key areas of childcare practice have been	Review and staff engagement completed June 2013 Northgate engaged April 13	An improved level of staff compliance with reporting expectations Staff engagement in shaping processes to support implementation of new case management system	Improved reporting mechanisms and improvement in data quality evident. Monthly audit schedule in place to ensure continual improvement. Focus groups on Contact have been completed. Project implementation plan for case management system in

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accounta ble person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
				engaged. Each workshop will establish: business and care needs, quality assurance measures, tem and role clarity, legislation requirements and process mapping.			place Workshops underway with many completed. Associated business plan for areas of childcare addressed to date.
2 **The workforce has the appropriate capacity to carry out their role**	2.1 Clackmannanshire can evidence: • Appropriate staffing levels • Appropriate case management levels • Appropriate staffing knowledge and experience	Recruitment in progress to meet shortfall already identified.	AHOSS c/care	Significant recruitment activity has been undertaken. Recruitment has continued and appointments have been made to key roles. However it continues to be difficult to recruit to Enhanced Practitioner post.	Completed but requires ongoing review to ensure appropriate staffing levels in place	No. of cases held by staff Evidence that staffing vacancies are filled promptly A robust absence management strategy is in place	A reduction in caseload numbers Absence strategy in place with focused reports now requested from H.R. colleagues Monthly H.R. meeting s in place 65% of staff report workload is manageable
	2.2 A comprehensive induction is in place for staff	An appropriate workforce development strategy for childcare staff	AHOSS / Jane Menzies With support from CELCIS	Service plans in place to engage staff and support shared leadership Practitioner forums in place. Review of grade 7 and 8 posts to assist recruitment and retention underway. Pilot of peer review system has started and will be evaluated by staff	Subject to continual review	Staff report regular supervision and consider it useful Evidence of an induction process in place for all staff % staff reporting improved knowledge and support	The majority of staff report supervision is adequate and regular, but there are issues in staff feeling PRD is not as useful as it could be % of staff with completed PRDs has increased Practitioner forums Service Plans Leadership events for service management and team

6

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accountable person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
							leaders
							Peer review of complex permanence cases available
3 **Staff are supported, assisted to develop and engaged in the improvement process**	3.1 A comprehensive workforce Development Plan is produced and delivered.	Workforce development plan is agreed and action is being taken to roll	AHOS Jane Menzies with support from CELCIS	Workforce development plan in place. An outcome focused supervision and annual appraisal policy is in place.	Completed end February 2013 Practice governance framework launched Nov 13 August 2013 **(Completed)**	Comprehensive workforce development plan is in place and staff are being developed and engaged. % staff reporting improved support % staff reporting appropriate access to learning opportunities	Over 2/3rds of staff feel improvements can be made and that they have the ability to improve it. 66% of staff feel they are empowered to do their jobs
	3.2 Staff are well supported and developed.	Staff have protected time to reflect on practice	C/care AHOS	Service Plans in place TM events, roll out to all staff in early 14. Programme of updating PRDs			72% of staff feel that the quality of service has improved over the last year and 76% state that they enjoy their work. 81% feel they have regular team meetings and that these are both purposeful and effective

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accounta ble person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
	3.3 Staff apply evidence based practice in all their work with children and families.			Supervision policy in place Monthly audit schedule in place of case files, recording and supervision			Additional courses x 5 provided on Permanence / Form E / Adult Protection / Attachment / Trauma Provision of resource material on legislation and research Programme of short inputs to team meetings and peer review Practice government framework Audit schedule Audit completed December 13, awaiting report.
	3.4 There is a support and development plan in place for Team Leaders.	Clarity exists regarding expectation	AHOSS	Forums for team managers established.	**(Completed)**	Attendance levels at team manager forums	High level attendance and participation of team managers.
		Competency framework to be established	Jane Menzies	Workforce Development plan for wider CC services outlines expectation as does job profile. Review of TM roles underway	January 2014	The existence of a competency framework in line with revised job profiles	Require to develop competency based job profiles across all SS team for front line managers. In development
				Team manager engagement events are held quarterly TM leadership event held December 13 outlining	**Completed and on going**	Performance as core competency in job profile and monitored via supervision	Competency based profiles yet to be established. Monitoring of both leadership and supervisions in place via staff survey and audit.

Outcome to be achieved		What will achievement of the outcome look like?	Action to achieve outcome	Accountable person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
					expectation, role definition and QA and audit responsibilities			
		3.5 Specialised training, mentoring and coaching is in place where a need is identified	Regular clinics to take place involving legal staff to review and track Permanency Planning processes	CELCIS CC / AHOS Completed.	Peer review commenced in November 2012 focusing on complex permanence cases.	System established February 2013.	Training, coaching and mentoring is in place for staff and there is evidence that practice has improved	Support in place from CELCIS, existing management, staff, new recruits to posts of Assistant Team Manager, and temporary appointment of an experienced manager to assist staff manage complex cases.
					Solicitor engaged specifically to work with the childcare team to offer advice, guidance and support. Audit of permanence cases was completed over May/June with learning being absorbed into improvement planning	Dec 13 - engagement of internal legal support. **(Completed)**	Evidence of a reduction in delay, efficient decision making and knowledge of the permanency process	Solicitor engaged for childcare Positive feedback from Chair of Children's Hearings. 3/5 comprehensive case reviews will be undertaken with WithScotland.TBC Jan 14
4	**The service will be appropriately performance managed, with evidence of on-going quality assurance**	4.1 A multi-agency self assessment process will be completed, led by the Care Inspectorate	A self-evaluation action plan will be in place to monitor progress	Care Inspectorate Supported by: Jane Menzies	Completed Jan 13, Report published Apr 13. Evidence of improved multiagency practice	April 13 **(Completed)**	A clear multi-agency improvement plan established with clear accountabilities.	Action plan in place, progress positive. Further inspection due Feb 14 to scrutinise progress. Barnardo's outcome framework implemented, allowing for further self-evaluation and the views of children to be considered.

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accounta ble person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
activity	4.2 The children's service performance forum has: • A meaningful balanced scorecard including measures required within this plan Can evidence use of this information in improvement work There is a transitional strategy in place outlining all required improvement and operational work	To establish a process to ensure learning from performance information Regular reporting to the service performance forum Ensure the involvement of staff at all levels of the organisation To ensure a systematic approach to reliable performance information gathering	AHOS Jane menzies Jane Menzies / AHOS	Childcare performance forum is established	Established February 2013. Reviewed oct 14.	Transparent approach to performance management and monitoring	Performance management process in place, with monthly reporting to child care management meeting.
				A balanced scorecard is in place Performance management process in place, with monthly reporting child care	Action plan for areas of challenge to be completed Jan 14.		Data overseen by social services forum. Regular reports to committee and monthly audit activity
				Report for proposed redesign of childcare to better meet current and future need complete. To be presented to Committee.	Complete in draft form	A clear direction of travel for childcare A clear rationale for delivery model	The majority of staff report that they are aware of their teams performance regarding local targets. Redesign proposal
				Delivery plan to meet service changes and ensure adequate monitoring to be completed Jan 14.	Jan 14	A framework in which to hold improvement activity	Delivery plan in progress Service plans in place with accountability at SM level

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accountable person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
				SWIFT case management system procured. Project Implementation Document completed. Workshops underway embedding these principles into the underpinning systems	Procurement complete. Development in progress. To review March 14.	Clearly accountable individuals	Action plan for areas of continuing performance challenge to be agreed Jan 14.
	4.3 Childcare policies and procedures will be reviewed and updated.	Full review of policies undertaken	CELCIS AHOS	Work commenced in January 2013	Complete March 2013. Wider procedures subject to review at this time. For completion Jan 14	Evidence that policies are up to date and relevant Process in place to monitor and ensure adherence	Key policies for permanence and child protection have been revised. Benchmark exercise with other Council areas completed.
	4.4 Childcare managers are proactively managing staff performance issues in partnership with Human Resources	Improved knowledge of HR policies and expectation	AHOSS	Leadership events July 13 to confirm and support role TM event Nov 13 Launch of practice governance framework Nov 13 with assoc audit requirements. HR link strengthened and monthly meetings established.	Complete but will require on-going review.	Feedback from HR colleagues that relations and process adherence has improved Evidence from HR that issues are dealt with locally and are only escalated appropriately	Complete. Positive relationship between service and HR. Evidence that this is the case with no further issues reported. Regular joint working with HR on workforce issues and redesign.
	4.5 Service managers have the necessary capacity, training and support to deliver all aspects of the	A paper will presented to committee to consider practical steps to release	Jane Menzies	Service redesign paper in draft awaiting committee approval.	End January 2013 **(Completed)**	Clear management strategy in place to refine roles and align to natural child journey	Committee Paper

11

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accountable person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
	management role.	capacity		Permanent post at Assistant Head of Service for Childcare to commence January 14.			Competency based job profile in in place

Practice Governance framework has clear SM responsibilities. |
| | | The strategy role will be reviewed to support operational managers

The role of team leaders will be reviewed to support SM role | | Additional staff appointed to the strategy service following vacant posts

TL expectations and support requirements addressed at leadership events Nov 13 | **(Completed) Considered of more targeted support for childcare underway.** | There is evidence of increased capacity within the service management team

Support is available from the strategy service and operational management requirements are clear. | Priorities established for childcare, including permanence to ensure focus on key issues.

Strategy support to childcare under review and mgmt. responsibilities clarified in service plans and practice governance framework. |
| 5 | **Staff are clear that quality assurance is key to their role** | 5.1 Staff are clear that all employees have a key responsibility regarding performance and quality assurance management. | Individual accountability will be strengthened via service management | AHOS – CC and Strategy | Performance Forum established

Practice governance framework in place | End February 2013 **(Completed)**

Completed Nov 13 | Child Care Performance Forum shows evidence of addressing service issues promptly

SM show evidence of addressing individual performance - see above

Performance and quality assurance intrinsic to supervision and PDP process | Performance forum established. Some areas of continued challenge. Action plan to be implemented Jan 14.
Individual accountabilities dictated in service plans – financial, performance, absence etc.

Supervision audits in place. Monitoring via staff survey. PDP rates improving |
| 6 | **Communication is clear, concise and consistent throughout** | 6.1 Front line staff are supported, encouraged and respected and are continuing to deliver the service

Engagement events have taken place and action is being implemented from these. | Staff engagement events to take place

Subsequent review of staff engagement strategy and delivery plan

Team meeting schedules | AHOS

CC and Straegy | Twelve engagement events across the authorities have taken place. Feedback absorbed into shared service stock take, delivery plan and | End March 2013

(Completed) | % of staff reporting improved communication and engagement | Although 2/3rds of staff feel there is a clear vision for social services, the majority remain concerned about communication with managers. This is being addressed through service planning and engagement events in the new |

Outcome to be achieved	What will achievement of the outcome look like?	Action to achieve outcome	Accounta ble person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
		established.		engagement strategy. Quarterly team leader events Nov 13 leadership events Service plans to facilitate engagement Case mgt workshops Improvement events		Evidence of enhanced corporate engagement	year. Staff engagement events have taken place, frequent briefings are circulated and qtrly events held with all Team Leaders There is considerable corporate support from HR/Finance/Legal Services/IT for the improvement agenda. Leadership events Service plans Improvement events
	6.2 Take active steps to enhance the public image of social services	Meetings to be established with key groups or where issues had occurred Good news stories promoted where appropriate	AHOS CC	Regular updates to Housing, Health and Care Committee Discussion on-going with Children's Panel members Regular meeting between CSWO and CS Police and NHS Senior Mgt Meeting took place with chair of the Fostering and Adoption Panel Public Information evening May 2013 for	Requires on-going review Some issues remain with a small number of partners. Attempts to positively engage have not been successful.	Evidence of existing good relationships improving with partners Community perception, understanding and involvement are improved. (information from press coverage) Reduction in issues raised by external services	Partners have been kept informed and support the improvement agenda. Relationships are positive. Positive developments in terms of joint working and strategic and operational level reported. Information on social service functions given to community groups as required. Public information via website. Review of processes in Child Protection and permanence

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Outcome to be achieved		What will achievement of the outcome look like?	Action to achieve outcome	Accounta ble person	Progress	Timescale for completion	How will we know we have –got there? Associated Measurement	Evidence
					foster carers Foster carer interviews in local press and publicity in range of local settings Meeting with community groups used to promote role of social services and good news stories Delivering joint training to children's panel members			have begun with positive feedback being received. e.g. from Children's Panel, Fostering and Adoption Panel CELCIS and the service to meet with Foster carer groups, to feedback re foster carers questionnaire Focus groups on contact have included Panel members and Reporters.

14

**Early findings from the Evaluation of the work of CELCIS
in
Clackmannanshire and Stirling – Briefing**

April 2014

Purpose of report

1. The purpose of this report is to provide an update on progress of partnership work with Clackmannanshire Council and to share early work with Stirling Council on permanence and throughcare and aftercare improvements.

Background

1. In September 2012, Clackmannanshire Council requested that CELCIS assist them in developing and implementing an improvement plan in their permanence planning processes. This request was made in recognition of the need to secure overall improvements in the delivery of child care services, following the publication on 30th April 2012 of an Independent Review commissioned by Clackmannanshire Council.

2. The Independent Review was commissioned following the issue of a Sheriff's note in June 2011. The Review was commissioned and supervised by the Chief Executive of Clackmannanshire. The Sheriff's Note was in relation to an Appeal in terms of s51 of the Children (Scotland) Act 1995 (appeal against decision of Children's Hearing) and also included concerns expressed in other Sheriff's notes and those raised by solicitors, safeguarders and other stakeholders.

What did CELCIS find in November 2012?

3. From September to November 2012, CELCIS and Council staff helped to establish key areas of permanence activity which required action in addition to the work which was then being undertaken by BAAF.

4. Some of the improvement areas identified in the Review were out with the remit of the PaCT (Permanence and Care Team) at CELCIS and, as such, were led by local staff and With Scotland.

5. In addition, the CELCIS Throughcare and Aftercare consultant has worked in partnership with both Councils to secure throughcare and aftercare improvements. This work is ongoing at present.

6. It should be noted that although Clackmannanshire has areas of high prosperity it also includes a number of the most severely deprived communities and this is reflected in high Child Protection registrations which was 5.4/1000 in respect of under 5's in 2013. The average rate in Scotland for 2013 was 2.9/1000. See table below.

1

Number and rate [1] of children on the child protection register per 1,000 population aged 0-15: 2011-2013 [2], by local authority

	2011		2012 [3]		2013	
	Number	Rate	Number	Rate	Number	Rate
Clackmannanshire	39	4.1	55	5.8	50	5.4

7. It should also be noted that the Social Work service in Clackmannanshire had been under significant pressure due to a number of staffing changes and there was significant under resourcing. To address this, 17 additional posts were created in the Child Care service following cross party support at a special Council meeting in October 2012.

8. Staff were very willing to engage with the CELCIS team and accepted support offered to deliver improved practice right from the beginning of the working relationship. Staff have remained committed to making improvements in order to benefit vulnerable children and young people and their families.

9. Staff confidence was a major issue, partly in response to the criticisms levelled in the Sheriffs note and the independent review findings. Despite this, staff were committed to working towards improvement. In working to improve practice, understanding the local context is key, as highlighted by this Senior Manager:

- *"… The good intentions and good practice of staff that identified issues where children clearly weren't going to be able to return home felt like it was being constantly undermined by the legal system, which would prioritise giving parents additional chances and extending that time. …some of the sort of systemic problems that had caused the independent review had been made very public in the local press, so there are quite significant problems with local credibility."*

10. The Independent review report recommended action in the following 10 key areas:

- Implementation of GIRFEC – in relation to principles and materials and adaptation of IT systems.
- Equip workers with the tools for the job (improving resources for direct work with children and families, undertaking assessments, contact and rehabilitation plans and provide lap tops to improve delivery of timely case records and reports).
- Review and redefine expectations of the resources provided by business support.
- Review capacity of the long term team to meet demand; develop a workforce plan in terms of skills and experience and consider whether this would also require specialisation and a dedicated contact service, as well as realistic training and developments plans.

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- Strengthen supervision and capacity for case scrutiny by appointing a second team manager and strengthen capacity of the long term team to review all cases so that the quality of care planning and risk management can be assured.
- Re-state the expectations of staff and strengthen arrangements for monitoring compliance with policy, procedures and processes.
- Ensure managers have time for training and support to deliver their 'management role' and avoid the need to default into professional social work role to keep service running.
- Proactively implement the shared services agenda to realise benefits in the area of policy, procedures and performance management.
- Review external image of service and take proactive steps to enhance its reputation and standing. Make efforts to positively influence those stakeholders who have negative views about the service to avoid attitudes becoming entrenched.
- Support, encourage and respect front line staff who are continuing to deliver front line services.
- Celebrate the strength and quality of partnership working across Clackmannanshire (both internal and external agencies).

11. The Long Term team has been the major focus of the CELCIS work to December 2013. The package of support began in November 2012 following the drawing up of a terms of reference which also involved With Scotland who were asked to carry out specific tasks in relation to child protection issues. This included an analysis of the child protection demography in the Clackmannanshire area. A detailed improvement plan was developed which was signed off at the Clackmannanshire Health, Housing and Care Committee. The Committee has received regular updates thereafter via the Head of Service and Chief Executive in Clackmannanshire, most recently at February 2014.

12. Since January 2014, CELCIS has replicated the support package applied in partnership with Clackmannanshire with Stirling Council.

13. CELCIS is currently working in partnership with the local authorities to support the merger of the fostering and adoption panels in Stirling and Clackmannanshire and this work is scheduled to conclude in June 2014.

What did Clackmannanshire Council and PaCT set out to achieve?

14. A number of areas of focus were identified including:

- Improving permanence assessment and care planning
- Reviewing and improving permanence planning processes, policies and procedures
- Reviewing the effectiveness of the fostering and adoption panel
- Introducing a peer review process, as part of workforce development
- Supporting staff to apply permanence evidence based practice
- Introduce a multi-agency permanence planning meeting process to ensure delays are tackled timeously

How did PaCT work with Clackmannanshire Council?

15. CELCIS worked in partnership at all times to ensure that any developments were owned and shared by the Council.

16. PaCT consultants completed a **process mapping** exercise to identify potential areas for improvement in the permanency process. This led to the production of draft procedures and guidance on permanency planning, individual support plans and non-disclosure

3

conditions. Multi-agency permanency planning meetings have also been piloted, as part of ensuring progress of children's plans. Eighteen children have been considered by this group.

17. Following this, PaCT has also worked with the Authorities' IT department to develop a **system for tracking children** through the permanence process to ensure senior managers have an overview of outstanding cases and any operational difficulties can be anticipated and resolved.

18. In relation to **contact contracts**, local research has been undertaken with staff groups and panel members across Clackmannanshire and Stirling to identify areas of good practice, as well as opportunities to develop services to children and their families. Feedback sessions with staff and panel members are currently being undertaken to precede the introduction of contact contracts. Children, young people, parents and carers will all be involved with the evaluation of the contracts to ensure that they meet the needs of service users as well as improving the recording and assessment of contact information.

19. The PaCT team has undertaken almost 50 **peer reviews of cases** that needed to progress. This involves the reviewer making a range of recommendations to staff which include, that staff should identify supports for children and/or their parents, assessment of potential kinship carers, develop or improve the child's care plan and/or complete Form Es. A follow-up review of these cases found that all recommendations had been actioned, aside from one child who had returned home and another case which had been complicated by legal processes.

20. **Individual mentoring** has been provided in relation to profiling children for their Form E and Criminal Injuries Compensation (CICA) claims. This was with a view to transferring responsibility for these activities to Clackmannanshire long term staff team to ensure they become established as 'business as usual'.

What did Clackmannanshire staff feel was needed?

21. During the summer of 2013, members of staff from across child care services were invited to complete the PaCT Understandings of Permanence Questionnaire in order to identify areas for further learning and development. Fifteen staff completed the questionnaire – 13 social workers and two managers. As Figures 1 & 2 illustrate, most respondents did not feel very confident in progressing permanence cases or in completing the required paperwork.

Figure 1: Responses of staff to how confident they feel in dealing with permanence cases (n=15)

Figure 2: Responses of staff to how confident they feel in completing a range of forms (n=15)
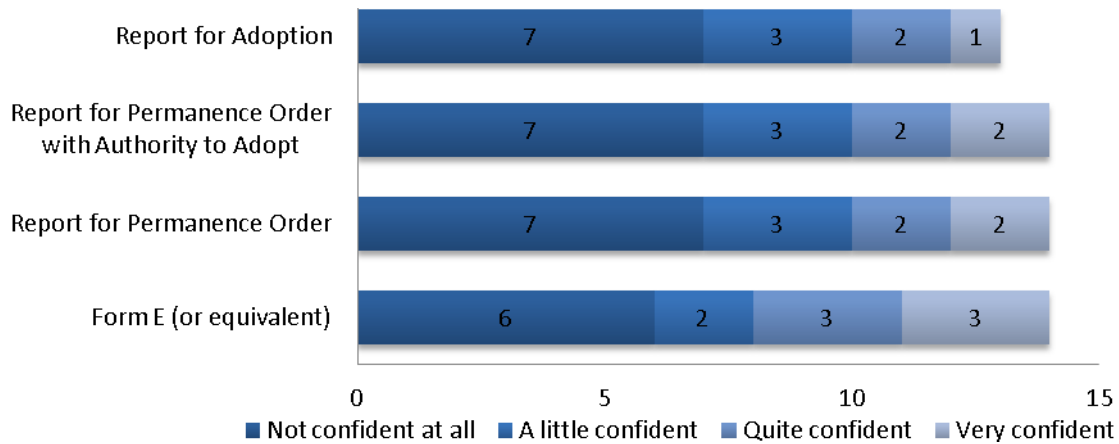
22. Lack of confidence in completing the paperwork may be due to the fact that the majority of staff had never completed these forms. Nine indicated never having completed a Form E, Report for PO or Report for POA, while 10 had not completed a Report for Adoption. Only three respondents had completed a Form E, Report for PO or a Report for POA many times. Only two had completed a Report for Adoption many times.

23. This is linked to the length of experience of the Children and Families workers - seven respondents had less than one year's experience and five had between one and four years' experience. Only three respondents (two managers and one social worker) had five or more years' experience as a Children and Families worker. These were the respondents who felt most confident in progressing permanence cases and completing the required paperwork.

24. Acknowledging a gap in their understanding, staff identified a number of areas in which they would value further learning and development. All 14 respondents would find training on completion of Form E, PO Reports for Court and Adoption Order Reports for Courts as very valuable. Ten felt training on Social Workers' statutory and non-statutory responsibilities would be very valuable, 11 considered training on 'How to challenge other professionals when their assessments, proposals or decisions are not in the best interest of the child' as very valuable, while 12 responded that further training on issues around contact would be very valuable. The remaining respondents felt these topics would all be of some value.

25. Apart from one, all respondents also indicated that to improve the permanence process, it would be very valuable to continue to have peer support in place, with more experienced staff being allocated time to guide and support those with less experience and to be allocated protected time to complete the required paperwork.

    "As a newly qualified worker my experience of permanence process is limited and therefore training and opportunities to discuss such cases are key."

How did Clackmannanshire Council and CELCIS work to address the needs of staff?

26. To address some of the issues highlighted above, consultants from PaCT provided short inputs to team meetings (this venue was chosen to maximise the number of staff in attendance). These covered a range of topics including 'what is good permanency?, adult protection, completing Form Es, evidence based practice and incorporating evidence into reports, information sharing and the statutory framework for social work practice.' The team also delivered a two-day seminar on Attachment and Trauma. In the evaluation of the latter, 10 attendees strongly agreed and eight agreed that they were clear on how to

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apply learning from the seminar to their jobs. Open comments suggested that the subject area was seen as very relevant:

"I thought I'd learn nothing I didn't [already] know but the practice examples were fascinating and led me to make links I wasn't expecting."

"I believe the relevance is part of our everyday work and could be utilised effectively in each case presently held."

27. In addition, practitioners received individual mentoring in relation to CICA claims and running Form E workshops once a child's profile had been developed for family finding purposes. The latter was developed as an action learning set to enable attendees to act as facilitators themselves in subsequent Form E workshops. Some feedback from staff follows:

"Of course it was useful. It was the first Form E I had completed. It was useful to get feedback. Advice about expectations of Panel was useful together with children's perspectives (they will read it later)."

"I didn't know this little girl was entitled to any compensation. It gave the family an opportunity to think about it. It's given me an insight into where to look for information online for future claims."

"I liked the fact that you were able to advise about enhancing the claim from a legal perspective. It is about getting a balance between not being too explicit while maximising potential award. Can't minimise and need to spell out the implications from a child development perspective."

"Profiling the children was useful to pick out the individual personalities of the boys and think about their characteristics. It was very personal. Checked out with foster carer after it was written it and added new information based on their response to the description of the children. Reflected on behaviours – insight developed - useful for new carers/long term. Has made me think about how best to present children."

"In terms of moving forward - it needs protected time - not concerned about whether it is one to one or a group activity. There needs to be opportunity for protected time to complete Form E's ASAP after decision taken that rehab not an option."

"Each child is different. Exemplar would be good to have. The peer review was good and the workshop really drew out the children's characteristics and functioning in a variety of settings from a variety of professionals/disciplines. Much quicker than phoning round or arranging individual meetings with health/education for example. "

"Having been involved with a workshop I am confident that I could facilitate this for other children who need Form E's completed however I could use some more help in terms of the matching process. What comes after Form E in relation to matching - adverts/be my parent/registration with adoption register/Forth Valley and another. How much can I do independently - phone Shetland sent me three profiles. Prospective adopter looking at other children! Felt like a personal rejection of my boys!"

28. Toolkits (resources about legislation and/or research evidence) have also been compiled on the topics of Permanence, Childhood Neglect, Disguised Compliance and Fabricated or Induced Illness.

29. PaCT is also involved with the service manager in developing the processes necessary to develop a single Fostering and Adoption Panel across the single service in Clackmannanshire and Stirling. A SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis carried out with the Adoption and Fostering Team in Clackmannanshire has led to

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the development of an action plan in relation to file auditing, staff/foster carers training and the establishment of a foster carer's consultative committee.

Through care and aftercare

30. Since the spring of 2013, CELCIS has been working in partnership with the service manager and Throughcare manager to support the merger of the Stirling & Clackmannanshire Throughcare & Aftercare Teams towards a single service. This has involved preparatory work through meetings with staff. The aim is to deliver a full-day, joint team development workshop in May 2014 with follow up attendance at team meetings over the summer period.

31. CELCIS have delivered a 2-day "Transition, Pathways & Interdependence for Care Leavers" course to a multi-agency staff group of 20 staff in November 2013. A further course is scheduled to be delivered in April 2014, covering another 20 staff and broadening the staff base covered by this training. The training evaluation to date has highlighted increased knowledge for participants and enabled staff from various key teams and services to begin to address consistent culture and practice in relation to transitions planning for looked after young people and care leavers.

32. There is still progress to be made in terms of embedding a consistent approach across both Council areas; this requires further work in terms of culture and practice at both operational and strategic level. Aligning and harmonising policy and procedure both operationally and strategically is required to ensure that staff are supported and enabled to deliver a consistently high-quality and person-centred service to looked after young people and care leavers.

33. The implementation of the Children & Young People Act will bring significant challenges for both Councils in terms of fully addressing the needs of care leavers and will require a greater and sustained focus on strengthening and embedding consistent good practice across both Council areas, as they aim to fully discharge their Corporate Parenting responsibilities.

    Key areas, identified by staff via the team development and multi-agency training process have included:

    - Joint working, particularly with Housing partners
    - Assessment & Pathways planning
    - Review and harmonisation of process and procedures
    - Participation and engagement of looked after young people and care leavers in terms of service review and improvement

What about the longer-term impact?

34. This is an early findings briefing; PaCT later evaluation research (aimed to report December 2014) will aim to find out the longer-term impact focusing on the following questions.

    - How has PaCT influenced the quality of permanence assessment/care planning?
    - How have permanence systems changed? And what impact has this had on quality and consistency?
    - To what extent has practice shared by PaCT been applied and embedded?
    - Have practitioners made increased use of evidence in their practice?

Challenges moving forward

35. Clackmannanshire and CELCIS have reported to the Health, Housing and Care Committee regularly since June 2012 on the action plan following the Independent Review. We will

be completing our final special report in May 2014 and confirming actions for planned sessions for managers.

36. Staff and managers remain committed to improving their practice and continue to have a very positive and productive relationship with CELCIS consultants. Improvements overall require time to be established as they remain at an early stage. The original plan was that CELCIS should work in partnership with Clackmannanshire Council over three work phases:

- January – June 2013
- July – December 2013
- January – June 2014

37. The current proposal is that the partnership approach and support should continue for a further phase i.e. through to December 2014. This will provide support in the delivery of the post Care Inspection action plan. Details of the work plan will be drawn up between CELCIS and the Assistant Head of Service for child care.

38. There is consistent child care leadership in place through the Head of Service and recently appointed, experienced Assistant Head. The Senior Management team for Clackmannanshire and Stirling child care is strong and committed to increase the pace of improvements.

39. There is a need to increase the pace towards shared services and to seize the opportunity this presents to drive forward best practice.

Headline Early Findings

- Between September 2012 and March 2013 **48 cases that were going through the permanency process in Clackmannanshire were reviewed**. These reviews supported staff in progressing cases and avoiding delays in securing permanence for looked after children.

- Draft procedures and guidance on permanency planning and individual support plans have been submitted for Senior Managers consideration.

- Multi-agency permanency planning meetings have been set up in Clackmannanshire and are taking place once a month. So far, 18 children have been considered in this forum. A review is currently underway involving PaCT and senior managers to consider what further action might be undertaken to accelerate progress.

- Form E workshops have been set up to assist staff in the completion of permanence paperwork. Further consideration of this process is currently being given in order to ensure how best to embed changes into `business as usual` for the single service across Clackmannanshire and Stirling.

- An IT tracking system has been developed in Clackmannanshire in partnership with IT/Business Systems and is now in place, however, this will require review in light of the purchase of a new IT system to be shared across Clackmannanshire and Stirling Council areas. The checklist for panel chairs has been added to significantly to ensure that any potential delay is anticipated and addressed. In addition the IRO's will be part of the tracking process to independently scrutinise the overall LA performance around permanence. This tracking will be chaired by the service manager to ensure any operational problems can be addressed e.g. reallocation of cases as well as quality assurance.

- Local research has been carried out to establish areas of local good practice as well as potential for service development to meet the needs of children and their families. A series of `Contact` focus groups have been held involving staff and Panel Members across Clackmannanshire and Stirling Council. Common themes identified will be addressed through

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the introduction of 'contact contracts' which assist and support parents and all key stakeholders involved in contact to understand its purpose. Contact contracts are a useful tool in helping staff to identify the aim of contact, analyse and assess progress and to identify issues. Children and young people, parents and carers will be involved in the evaluation of the contact contract to ensure that children's needs are being met.

- Management through Leadership Events were carried out during 2013 in partnership with both Clackmannanshire and Stirling Team Managers. The focus of the leadership events was to outline the vision, to ensure clarity of intent, to ensure support required was available and to foster ownership of quality assurance amongst staff. Feedback from these events has been positive. The programme will now be rolled out to all frontline staff.

- The Leadership activity was completed within the context of wider performance activity. A performance framework, revised performance scrutiny and clear expectations for case file audit are now in place. Progress is monitored on a monthly basis to individual level.

- Service plans are now in place, at Service Management level, to ensure the principle of shared leadership is inherent in all future activity.

- Significant investment has now been made by both Clackmannanshire and Stirling Councils to establish a new case management system for children's services. This development offers a platform on which to manage best practice, legislation compliance and quality assurance. A workshop to address the needs of permanence practice has been arranged and will embed the process mapping activity.

- A comprehensive programme of Throughcare and Aftercare support has been delivered and is on-going.

What kind of difference have PaCT and Clackmannanshire made?

A manager locally states:

"I think it's had a definite positive impact. … Its honed people's skills … shown them best practice and looked at strategies to put in place and to move forward and I think they genuinely have moved forward.
… the procedures and the sort of awareness of permanence, even though it had been highlighted as something that was of key interest when I started, the difference was palpable."

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CLACKMANNANSHIRE COUNCIL

Report to Housing, Health and Care Committee

Date of Meeting: 22 May 2014

Subject: **Self Directed Support**

Report by: **Head of Social Services**

1.0   Purpose

1.1   The purpose of this report is to provide Committee with information about progress with the implementation of the Social Care (Self-directed Support) (Scotland) Act 2013 (the Act). It is proposed that a series of reports will be presented to Committee throughout the course of 2014-2015, focusing on different aspects of implementation.

1.2   This report provides a general overview of implementation to date, and presents for approval recommendations in respect of changes particularly in associated processes for charging for non-residential services.

2.0   Recommendations

2.1   It is recommended that Committee:

2.1.1   Note progress on implementation of the Act Self Directed Support (Scotland) Act 2013 by Social Services and provide comment and challenge as appropriate (paragraphs 3.1 -3.10).

2.1.2   Approve the revised definition of non- residential services and supports as contained in the Social Services non-residential services charging policy (paragraphs 3.11-3.15)

2.1.3   Note the potential financial implications both of the implementation in respect of waiving of charges to carers, currently estimated at £180K (paragraphs 3.16-3.19) and the broader potential impact of the move towards individuals accessing a wider range of flexible support options (paragraphs 3.20-3.22)

3.0   Considerations

Background

3.1   The Scottish Government published a ten year national strategy for self-directed support in 2011. The strategy is part of a wider public services reform

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agenda, centred on delivering better outcomes for individuals and communities. The core purpose is to ensure that care and support is delivered in a way that promotes choice and control for those with social care needs. This involves a shift in practice, culture, systems and processes, moving away from a focus on deficits, towards strengths and risk enablement.

3.2   The Social Care (Self-Directed Support) (Scotland) Act 2013 (the Act) came into force on 1 April 2014. The Act applies to adults, children/families, adult carers and young carers. Four principles give expression to the fundamental aims of the Act: participation and dignity, involvement, informed choice and collaboration. The principles are enshrined in the legislation and local authorities are required to apply these principles when implementing the duties contained in the Act.

3.3   The Act introduced a number of new duties for local authorities:

- Ensure that individuals have as much involvement in their assessment and support planning as they wish.
- Following assessment, identify a relevant amount of resource from which the individual can make decisions about appropriate supports. A relevant amount is a reasonable estimate by the local authority of the cost of securing the provision of support for the supported person.
- Offer options over how that support is organised, purchased and delivered.

3.4   The options are:

Option 1 : The making of a direct payment by the local authority to the supported person;

Option 2 : The selection of support by the supported person and the making of arrangements for the provision of it by the local authority on behalf of the supported person. Where the support is provided by someone other than the authority, payment can be made by the local authority to a third party e.g. a provider agency;

Option 3: The selection of support and the making of arrangements for the provision of it by the local authority;

Option 4: A mixture of any of the above - the selection by the supported person of Option 1, 2 or 3 for each type of support.

Progress in Implementation

3.5   Significant progress has been made to support implementation of the Act. There is an overarching steering group and four workstreams in place to plan and support implementation. The workstreams cover 1) practice development, 2) communications, 3) finance and systems development and 4) the implementation of self-directed support in children's services. Alongside this, ongoing work is taking place to address the implications for commissioning of social care services.

3.6   In adult services, outcomes based assessment documentation has been piloted and feedback has been collated from service users. An information leaflet about self-directed support is available and is now given to every individual who is assessed as having eligible needs (see Appendix 1). This is supported by a range of factsheets and web-based information. Training and awareness raising is ongoing to ensure that social services staff (and key partners in service delivery) have an understanding of the duties contained in the Act as appropriate to their roles.

3.7   All new referrals will be assessed under the four SDS options. Existing service users and carers will be assessed as part of the existing review arrangements.

3.8   Once an assessment of need has been agreed, it will be necessary to identify the appropriate level of funding - the *relevant amount*. This is defined as the "amount the local authority considers is a reasonable estimate of the cost of securing the provision of support for the supported person". The Service has tested and agreed to adopt an **equivalence model** which determines the cost of the services and supports that would have been required by the individual prior to the introduction of Self-directed support. This is used to determine the appropriate indicative level of funding. The support planning process is then used to devise a plan for how the support will be provided and determine the agreed level of funding. The level of resource identified in the support plan should be sufficient to meet the eligible needs as defined in the assessment. A diagram is included at Appendix 1, covering each step from initial contact through to the provision of support and review.

3.9   The Service is committed to supporting the development of Self-directed support in partnership with key stakeholders. The Service recognises that this will require a significant degree of cultural change and a shift in the way we deploy resources - as a single service and in partnership. This is reflected in the ten year timescale set out in the national strategy.

3.10   The intention is to set out in reports to the Service Committee during 2014-2015, the implications of the implementation of Self-directed support. This report highlights the requirement to review the current non-residential care charging policy during 2014-2015 and to make changes to the definitions contained in the current policy. This report also notes the potential financial implications associated with implementation, specifically with respect to waiving of charges for carers.

Implications of implementation in respect of charging

3.11   Self-directed support can consist of a range of innovative arrangements that meet the agreed eligible outcomes, provided that their needs are met and risks are addressed. This development challenges the existing definitions contained in the charging policy for non-residential services, based on charging for specific care and support services received (e.g. care at home or day care provision). The flexibility afforded by self-directed support means that the connection between the support arrangements and the charge can be more difficult to define. The proposed change in definition will ensure that if the supported person chooses to use their allocated budget in a more imaginative way, that the Council can still apply charges equitably and fairly.

3.12 The current COSLA guidance confirms that the implementation of self-directed support has implications for the approaches adopted to charging by local authorities. The guidance cites the move towards a care and support charge by several local authorities, reflecting the more flexible ways in which supported persons may use an individual budget. The Statutory Guidance for Self-directed Support states that: 'Historically, charges have tended to be based on established "service" charges with some services exempt from charging. However, where a supported person's package is predicated on flexible use of an identified budget rather than a menu of services, the authority is no longer able to charge on the basis of service types. The authority should consider new approaches to charging which will enable them to charge on the basis of a proportion of the supported person's budget as opposed to one form of service or another.'

3.13 It is therefore proposed that there is a change to the definition of support as contained in the current policy and that the overall policy is reviewed over 2014-2015 with a view to making recommendations for a revised scheme for 2015 -2016. The following is proposed:

- the definition of care and support, in the non-residential, charging policy will be extended to cover these wider care and support services the supported persons may receive within care plans. The definition will become *care and support as detailed in the individual's support plan.*

- the charge will be calculated as an annual contribution and will be invoiced to supported persons on a four weekly or in line with the payment terms in place for the individual budget;

- that this policy is reviewed as Self-directed support is implemented during 2014-2015.

Any further changes that may be required to the existing policy will be on the basis of evidence, information and consultation as Self-directed support is implemented over 2014-2015. Any proposals for a revised charging scheme, arising out of this, will be brought back as recommendations to committee.

3.14 There is no proposal to change the rates or the basis of the financial assessment. No adverse financial implications for the individuals or for the service will arise from the implementation of this policy.

3.15 The charging policy will continue to ensure personal and nursing care is free for those over 65.

Requirements of the Social Care (Self-directed support) (Scotland) Act 2013 in respect of Carers

3.16 The Carers (Waiving of Charges for Support) (Scotland) Regulations 2014 came into effect to accompany the implementation of the Social Care (Self-directed support) (Scotland) Act 2013. The regulations give effect to the Scottish Government's commitment that charges for support services for carers would be waived. This is in recognition of significant role played by

carers in supporting people to remain at home and avoiding the need for hospital admissions. It is estimated that carers save the Scottish Health and Social Care system over £10 billion each year by carrying out tasks that might otherwise be undertaken by health and social care staff.

3.17 The waiving of charges means:

- support to carers and young carers is based upon the assessed need of the individual carer or young carer who will be offered the four Self-directed Support options;

-charges will be waived for any support the carer receives under section 3 of the SDS Act or for any services the young carer receives under section 22 of the Children (Scotland) 1995 Act.

-support for the carer or young carer should be based on agreed outcomes. The associated Guidance sets out the types of support that carers and young carers may access.

3.18 The Service fully recognises the benefit of providing preventative support to enable carers to continue with their caring role and currently commissions and directly delivers a range of services and supports to both adult and young carers. It should however be noted that there are financial implications arising from these proposals. It is anticipated that there will be both a rise in the number of referrals for carer's assessment and there an increased demand for a wider range of services and supports following assessment. No additional funding has been made available by the Government to meet the potential costs of implementing these requirements.

3.19 Clackmannanshire Council currently receives income of around £540k per annum from charges for care and support and respite services. The financial impact for the Council associated with waiving charges to carers is estimated at around £180k. The impact will be monitored and if necessary, further quantified, based on the experience of implementation. If this is identified as a financial pressure, this will be presented for further consideration through the budget challenge process.

Financial Risks around Self-directed support and Carers Regulations

3.20   At this stage, the Service is not able to quantify all of the financial implications that may result from implementation of the Act. There is some evidence from Local Authorities in England that the introduction of individual budgets and enabling individuals to exercise increased choice and control of the design and delivery of their own support services, can lead to reduced costs for the Local Authority. The findings are not, however, conclusive. In Scotland, the evidence of financial impact gathered through pilot sites has presented a mixed picture. Additional implementation costs associated with individuals choosing alternative options for service delivery are evident in some cases. An essential element of implementation will be the monitoring and financial control of expenditure to ensure the Service meets needs within allocated resources. The Service will build on existing budget monitoring processes to support this.

3.21   The financial implications associated with the Carers Regulations are noted within the report (paras. 3.16-3.19) including the potential for the loss of £180K of income as a result of legislative changes. An essential element of implementation will be the monitoring and financial control of expenditure to ensure the Service meets needs within allocated resource. The Service will

build on existing budget monitoring processes to support this. If this is identified as a significant financial pressure, the Service would seek to present this in the context of budget setting for 2015-2016.

3.22　It is necessary to identify the potential financial impact of the waiving of charges for services and supports for carers, nevertheless, this should be set within the context of recognising the critical role of carers in reducing the demand for formal care and support services. The wider, preventative benefits of targeted support for carers to enhance their health and wellbeing are well evidenced.

4.0　Sustainability Implications

4.1　The implementation of the Act will require a significant shift in approach to ensure that services and supports commissioned and provided by the Local Authority are significantly flexible and diverse to meet evolving needs and requirements within available resources. The service will take actions to minimise the financial implications wherever possible. There is a requirement for comprehensive financial analysis, monitoring and review, the development and review of financial and business processes to support the implementation of Self-directed support, the continued scrutiny of care packages and the review and redesign of internal services.

The likely impacts of this report's recommendations on the Council's sustainability objectives have been identified. Through the introduction of greater flexibility and enhanced choice and control for individuals with social care needs, it is assessed that there will be a positive impact in respect of the following:

Improve quality of life in Clackmannanshire

Reduce social exclusion

Reduce health inequalities

Encourage community participation in decision making

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　No staffing implications

6.0 Exempt Reports

6.1   Is this report exempt? No

7.0 Declarations

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

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

The area has a positive image and attracts people and businesses   (
Our communities are more cohesive and inclusive   (
People are better skilled, trained and ready for learning and employment (
Our communities are safer   (
Vulnerable people and families are supported   (
Substance misuse and its effects are reduced   (
Health is improving and health inequalities are reducing   (
The environment is protected and enhanced for all   (
The Council is effective, efficient and recognised for excellence   (

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - Self Directed Support leaflet
Appendix 2 - Supported Person's Pathway (Statutory guidance to accompany the Social Care (Self-directed Support) (Scotland) Act 2013

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

The Carers (Waiving of Charges for Support) (Scotland) Regulations 2014
Statutory guidance to accompany the Social Care (Self-directed Support)
(Scotland) Act 2013
Social Care (Self-directed Support) (Scotland) Act 2013

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Val de Souza	Head of Social Services	Signed: V de Souza
Nikki Bridle	Director of Finance & Corporate Services	Signed: N Bridle

Will there be a charge for my support?

Whatever option you choose you may be financially assessed. You will be advised if you need to contribute to the costs of support and, if so, how much.

What happens next?

Once your plan is agreed you can put your support in place. Your Individual Budget can be paid to you or used by social services to pay for your chosen services. We will review how your plan is working, checking that your outcomes are being met and that you are managing your responsibilities in making the support plan work.

For further details on what happens next see *Factsheet Four – Living Your Life and Making Sure it all Works*

Get in touch

If you or your family would like more information about Self Directed Support, please contact us

Clackmannanshire Council
Phone: 01259 450000
Kilncraigs
Greenside Street
Alloa
FK10 1EB

Stirling Council
Phone: 01786 471177
Municipal Buildings
8-10 Corn Exchange Road
Stirling
FK8 2HU

You can also email us at selfdirectedsupport@stirling.gov.uk

Formats
Copies of our leaflets are available by request in a range of other languages, large print and on audio tape. To request articles in any of these formats please email or call 0845 277 7000.

Translate

Clackmannanshire Council

Self Directed Support
in Clackmannanshire and Stirling

Self-directed support is an approach to social care that offers you more control and choice over the support you receive.

The key benefits are:

- Choosing services that suit and improve your lifestyle
- Controlling your support at the level that works best for you
- More choice and flexibility

It means, if you are eligible for social care support, that you will be allocated an Individual Budget. That budget will be based on an assessment of your need. You can then have as much control of your Individual Budget and support arrangements as you want.

How can you receive Self-directed Support?

If you feel you need support to live your life safely and independently then you (or someone on your behalf) should contact the Social Services. Contact details are at the end of this leaflet. You will then be told if you are eligible for an assessment of need.

What is an assessment of need?

A social care worker will contact you. They will have a conversation with you about what is important to you, the things in your life you are managing and what you need support with. You will be asked what you are hoping to achieve with your life.

Will others be involved in your assessment?

Yes. With your agreement the worker will speak to important people in your life. This might be relatives, friends, a nurse, GP, support worker and anyone you think can provide helpful information. The aim is to work out if you need support and what kind of support will best help you.

For further details on assessments see *Factsheet One – Assessments of Need*

Is everyone eligible for support?

From your assessment we can work out if you are eligible for support. Unfortunately we are not able to help everyone. We use guidelines to decide who is eligible for support. These guidelines are called "Assessment and Eligibility Framework" and are based on Government guidance. Their aim is to make sure that everyone has fair and equal access to support.

If we cannot provide support we will explain our decision and give you information about other ways you might find help and support.

What happens if I am eligible for support?

If eligible, the information from your assessment will allow social services to calculate your "estimated budget". This is not a final figure. The aim is to give you an initial estimated amount so you can use this as a guide to help think about the best ways, for you, to arrange your support.

You can now decide how much control you want in arranging your support. There are four options you can choose:

Option One – Direct Payment
Your Individual Budget will be paid (in instalments) into a bank account. This gives you the flexibility and choice to use this money to buy your own support.

Option Two – Individual Service Fund
You can ask social services (or, in the future, another person/agency) to hold your budget for you. You direct them how you wish to spend this money to achieve what you need.

Option Three - Arranged Service
This involves you asking social services to arrange for and directly pay for the support you need. You will be consulted about any decisions and you leave social services to organise the support you need.

Option Four – Combined Support
You can have a combination of the above options e.g. some services arranged by you and some by the social services.

For further details on the four options see *Factsheet Two – SDS Options*

Making a Support Plan

Once you have chosen your preferred option you now develop your support plan. You can have help from family, friends, support organisations and social services staff. The plan should state what you want to achieve and the supports that are right for you. Your plan must then be agreed with social services.

In most cases the plan will be agreed. Reasons not to agree might be that your plan puts you or others at risk, or will not achieve the outcomes you wish or if the costs will be in excess of your estimated budget.

For further details on making a support plan see *Factsheet Three – Making a Support Plan*

Supported Person's Pathway

You decide you need support:
Sometimes a friend or relative will suggest that you contact social services to ask about support

You contact the local social work services:
Sometimes, another person or organisation will contact them to ask if you can get support

After a time there will be a review to check if your needs have changed

I NEED SUPPORT

REVIEW

FIRST CONTACT

The local social work service will check if you can get support:
If you are eligible for support, a professional will start to look at what kind of support you may need. He or she will talk to you and work with you when doing this

You follow the plan and get the support you need

SUPPORT

ELIGIBILITY & ASSESSMENT

You and the professional agree the final support plan

AGREEING THE FINAL PLAN

SUPPORT PLANNING

This step will produce a plan for how you can be supported:
During this planning you will choose how you want your support provided

CLACKMANNANSHIRE COUNCIL

Report to:	**Housing, Health and Care Committee**

Date of Meeting:	**22 May 2014**

Subject:	**Housing & Community Safety Service Business Plan 2014 - 2015**

Report by:	**Head of Housing & Community Safety**

1.0 Purpose

1.1. This report presents the Housing & Community Safety Business Plan for 2014 - 15, the associated new three year Community Safety Strategy with delivery plan, and the progress against the targets contained in the 2013-14 service business plan.

1.2. The new Business plan is attached at Appendix A. Progress against targets in the current business plan can be found as appendix B. The updated three year Community Safety Plan and associated annual delivery plan is attached as appendix C.

2.0 Recommendations

2.1. Committee is asked to :-

2.1.1. note the Housing and Community Safety Business Plan 2014 -15, together with progress against targets in the current plan.

2.1.2. recommend to the Council approval of the new three year community safety strategy with delivery plan.

3.0 Background

3.1. The Business Plan is based on the priorities set out in the Single Outcome Agreement, and the Clackmannanshire Housing Strategy (CHS) 2012 – 2017. Progress against the CHS is discussed elsewhere on this committee agenda. The plan seeks to integrate into the Housing & Community Safety Service the functions previously delivered by the Revenues and Payments, and Facilities Management, Services.

3.2. The Business Plan includes the delivery plan setting out measureable actions. The majority of these measures are required to meet the statutory requirement to report on the Scottish Social Housing Charter. The targets have also been grouped against the Council's Priority Outcomes.

3.3. It will be noted that there are a number of key issues for the service. The main priorities will be to integrate the various parts of the business as agreed in budget to achieve synergy between the various teams, changing working practices to improve efficiency, and maximising income collection.

4.0 Risks

4.1. A risk assessment has also been undertaken by senior staff. These risks are included in the plan and monitored at management team meetings.

4.2. Health and Safety Risk management is also a standing item at team meetings.

5.0 Sustainability Implications

5.1. The investment made by the Service towards the energy efficiency of stock in all tenures, together with the fuel poverty advice and assessment carried out, greatly contribute to the reduction in carbon emissions.

6.0 Resource Implications

6.1. 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 ☑

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

7.0 Exempt Reports

7.1. Is this report exempt? Yes ☐ No ☑

8.0 Declarations

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

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

The area has a positive image and attracts people and businesses	☑
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☐
Our communities are safer	☑
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☐
Health is improving and health inequalities are reducing	☑
The environment is protected and enhanced for all	☑
The Council is effective, efficient and recognised for excellence	☑

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

9.0   Equalities Impact

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

Yes ☑   No ☐

10.0   Legality

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

11.0   Appendices

11.1.   Appendix A - Housing & Community Safety Business Plan 2014 – 15

11.2.   Appendix B – Housing & Community Safety Business Plan – Progress against targets 2013-14

11.3.   Appendix C - Housing and Community Safety Strategy 2014-17

12.0   Background Papers

12.1.   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 ☐

12.2.   Clackmannanshire Housing Strategy 2012 - 2017   (October 2012)

12.3.   Housing Revenue Budget 2013/14 and Capital Programme 2013/14 (February 2013)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Ahsan Khan	Head of Service	2472
Jennifer Queripel	Service Manager	2475
Susan Mackay	Service Manager	2047
Kenny Hutton	Service Manager	
Willie McLauchlin	Service Manager	

Approved by

NAME	DESIGNATION	SIGNATURE
Ahsan Khan	Head of Housing & Community Safety	Signed: A Khan
Garry Dallas	Director of Services to Communities	Signed: G Dallas

Housing & Community Safety
service plan 2014-15

Making Clackmannanshire Better

1.1 MISSION & OBJECTIVES

To provide the people of Clackmannanshire with high quality affordable housing, excellent services and safe communities, whilst maximising the income available to the Council to meet its objectives

Key Objectives

- To develop, support and motivate colleagues to achieve excellence in all we do, further building on our "Customer Service Excellence" accreditation.
- To seek further opportunities for effective and efficient models of service provision in support of Making Clackmannanshire Better.
- To ensure the viability of our services in meeting the challenges of welfare reform and ongoing economic difficulties.
- To work with our customers, and to put them at the centre of our decision making.
- To maximise income collection from all sources to fund the provision of quality services across all services.

1.2 Purpose

The purpose of this business plan is to set the direction for the Housing, Revenues and Community Safety service to deliver the Council's vision of *Making Clackmannanshire Better*. It sets out the key strategies and actions that will take the service in the desired direction and help ensure that budget decisions reflect what is most important for our customers.

The service is focussed on helping to achieve the priority outcomes listed in the Clackmannanshire Single Outcome Agreement. Three distinct areas of operation can be summarised as follows: -

1. Housing Services: landlord services including repairs and income collection to approximately 5,000 properties across Clackmannanshire, and strategic housing planning and investment.

2. Revenues, Benefits and Advice: Collection of council tax and other sources of income; and distribution of benefits.

3. Community Safety: Development of the strategy and actions to make Clackmannanshire safer, working with Police Scotland and other partners in the Alliance to co-ordinate its implementation. This business plan, in common with all other Council service business plans, commits to making the necessary resources available to improve community safety working through the Local Community Planning Group.

2

Figure 1. Business Plan relationship to other Strategies.

Business Planning Structure

Clackmannanshire Single Outcome Agreement 2013-23

Taking Clackmannanshire Forward - Corporate Priorities 2012-17

Clackmannanshire Local Housing Strategy 2012-17

Service Business Plan 2014-15	Strategic Housing Investment Plan 2013-18

Tenant Participation Strategy 2014-17	Community Safety Strategy 2014-17

HRA Financial Business Plan 2014/15 & 30-year cash flow	Charter Outcome Priority Actions 2014/15

This service business plan is based on two key corporate documents: Clackmannanshire Single Outcome Agreement 2013-23; and Taking Clackmannanshire Forward - Corporate Priorities 2012-17, and the Clackmannanshire Housing Strategy (CHS) 2012-17 which sets out the Council's strategic priorities for housing across all tenures in Clackmannanshire over a five-year period and is delivered in partnership with other agencies and services. CHS actions for 2014/15 are a key component of this service business plan.

Regulation

The Scottish Housing Regulator monitors and assesses the performance of Clackmannanshire Council as a landlord against the Scottish Social Housing Charter.

Self-assessment of each Charter Outcome and related improvement actions is lead by a member of the Housing Management Team.

Social Care and Social Work Improvement Scotland (SCSWIS) scrutinises the performance and quality of Clackmannanshire Council's Housing Support team. The team is registered as a housing support provider with the Care Inspectorate in accordance with the Public Services Reform (Scotland) Act 2010, Part 5.

Audit Scotland, the Scottish Government and Department of Work and Pensions monitors and assesses performance of the Council's revenues collection and benefits administration ensuring that its statutory functions are fulfilled timeously and accurately.

Audit Scotland's Assurance and Improvement Plan 2014–17 for the Council notes,

> "The council has identified the main issues facing them with regards to homelessness applications and action plans are in place and are being monitored by SHR. The council's performance was better than the national average with regards to the amount of rent arrears owed in 2012/13 (5.4 per cent compared to 6.8 per cent nationally). The council is well ahead of the national average for properties that meet the Scottish Housing Quality Standard. The LAN does not have any immediate concerns with regards to the council's performance in any areas of housing and homelessness. An on-site examination of the council's systems and progress was conducted in March 2014 by SHR. This found the Council's data gathering and systems were robust and the reported progress against the Scottish Housing Quality Standard was reliable. As a result, no further engagement is proposed. The LAN will monitor the council's performance during 2014/15 with regards to its plans to improve its homelessness service and on rent arrears. This monitoring will be fed into the shared risk assessment process for the AIP in 2015. No specific scrutiny activity."

4

1.2 SERVICE STRUCTURE

Figure 3: Service Structure*
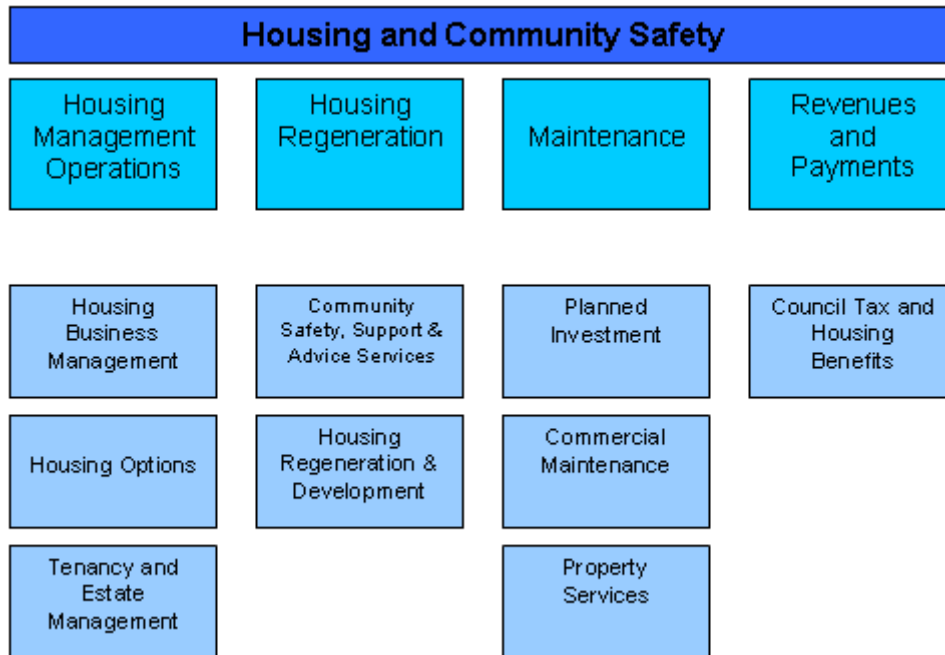
* in common with all council services further integration / streamlining of the structure is anticipated during the plan period.

1.3 BUDGET

The Housing Revenue Account budget is ring-fenced, with income coming from rents, and expenditure legally restricted to be used for the tenants' benefit. A thirty year business plan was agreed following consultation with our tenants and residents.

HRA REVENUE BUDGET	2014/15 £'000
Repairs and maintenance	£5,034
Supervision and management	£3,924
Capital Finance charges	£3,052
Other	£1,217
Total Gross Expenditure Budget	**£13,227**
Total Income	£17,300
Surplus (deficit)	£4,073
Capital funded from current revenue surplus & reserves	£6,385
HRA Uncommitted Reserves	£688
HRA Total Outstanding Borrowing	£31,092

HRA CAPITAL BUDGET	2014/15 £'000
New build	£2,459
SHQS	£150
Secondary Building Elements	£1,205
Energy efficiency	£937
Modern facilities	£2,607
Healthy, safe and secure	£869
Non-SHQS	£1,085
Total Capital Investment	**£9,312**
Estimate House Sales to support Capital Investment	£680
Borrowing to support Capital Investment	£2,247

Expenditure on Community Safety and Housing Strategy is met by the general fund.

GF REVENUE BUDGET	2014/15 £'000		GF Housing CAPITAL BUDGET	2014/15 £'000
Strategic Housing Costs	£775		Alva Glen	£897
Homeless Accommodation & Strategy	£135		The Orchard	£372
Private Sector Housing	£298		CCTV	£58
Housing Benefits	£684			
Community Safety Budget	£100			
Anti-social behaviour	£138			
CCTV Maintenance	£174			
Total Housing GF Budget	**£2,304**		**Total Capital Grant Budget**	**£1,327**

FM / PCU budget

HRA INCOME AND EXPENDITURE REVENUE BUDGET	£,000s		GF CAPITAL BUDGET	£,000s
Staff	£3,917		Staff	£1,263
Costs of works	£1,285		Costs of works	£321
Central support charges	£226		Central support charges	£136
Total Budget	**£5,247**		**Total**	**£1,720**
Income	**£4,715**		**Income**	**£1,179**

Revenues and Advice

Revenue Budget	£000		Capital Budget	£000
Employee costs	1,083		Welfare Reform	100
Supplies and services	273			£
Third party payments	443			£
	1,803			£
Grant Income	£601			£
Total Budget	**£1,202**		**Total**	**£ 100**

2 KEY ISSUES FOR THE SERVICE

The key issues for the Housing and Community Safety service were identified by service managers through SWOT and PESTLE analysis, and by analysis of the independent tenant satisfaction survey completed in 2013.   Issues identified as a priority have been risk-assessed and will be managed by named service leaders:

- Complete the integration of housing, community safety, repairs and revenues colleagues, engaging them in the redesign of our services using a systems thinking approach.
- Maximise the collection of income from all sources, and minimising irrecoverable debt.
- Mitigate the impacts of welfare reform.
- Implement the actions arising from the tenant satisfaction survey.
- Have our "housing options" service recognised as first class and a model of best practice.
- Make better use of our own housing stock and seeking flexible solutions to meet customer needs and aspirations, maximise income and reduce costs, through sustainable projects.
- Ensuring our properties are safe, secure and desirable, meeting the SHQS and future standards including EESSH, working to reduce fuel poverty.
- Make best use of our new build programme, seeking to develop new projects in partnership with others, in particular our colleagues in social services (and health) to achieve better outcomes for service users and cost savings.
- Maximise the Government grant allocation to Clackmannanshire, ensuring the housing programme allocation is achieved on time and budget.
- Support our colleagues to improve well-being and maximise attendance.
- Raise the profile of community safety within the Council, and actively support police and other colleagues to deliver a MATAC (multi-agency tactics and co-ordination) to make Clackmannanshire safer, and to improve outcomes for those experiencing anti-social behaviour.
- Improving sustainability of tenancies and communities through delivery of intensive housing management service.

Strengths and opportunities were considered to help mitigate service risks and will be used to develop and improve existing service delivery.

With the merger of revenues collection and property maintenance with housing and community safety the number of staff in the service has trebled. The key operational challenge will be the integration of these staff teams currently under three different Heads of Service, into one efficient, customer focussed, high performing team. At the same time, opportunities will be explored to contribute to the corporate objective of managed contraction.

3 APPROACHES

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

We place our customers at the heart of our business. The Housing and Community Safety service has a statutory duty to involve tenants and stakeholders in the planning and decision-making process.

Extensive consultation methods are in place, built around the Scottish Social Housing Charter Outcomes.

The service is committed to delivering high standards of customer service through the Clackmannanshire Council Customer Charter and these are verified through Customer Service Excellence (CSE) accreditation (since 2011).

We discuss our plans and strategies in advance with our stakeholders and agree the final documents with them. Engagement methods include:

- Regular and independent tenant satisfaction survey (last one 2013)
- Financial and Officer support for independent Tenants' and Residents' Forum
- "Estate Walkabouts" with residents and elected members
- Ongoing customer satisfaction surveys through a variety of means, including telephone, face-to-face and online
- Evening meetings, presentations and forums
- Contributions in "Clackmannanshire View", the Council's customer newspaper
- New tenant visits, encouraging personal contact
- Using complaints and enquiries as learning opportunities.

3.2 SUPPORTING AND DEVELOPING STAFF

The Housing and Community Safety service recognises that people must be equipped with the knowledge, skills and management support to do their job well.

Many staff hold professional qualifications (e.g. Diploma in Housing Studies) with others encouraged to study.

In line with the Clackmannanshire Council People Strategy 2013-17, the service ensures that all staff have an annual Performance Review and Development (PRD), ongoing one-to-ones, based on the PRDs, regular staff conferences and service-wide meetings, as required. A Service training plan has been produced based on Learning and Development needs identified at PRDs, specific areas of training involve staff in design and delivery to fit work based needs.

Staff at all levels attend national seminars and training events to ensure that we learn from others and that we provide services that meet relevant legislation and best practice. We

ensure appropriate representation on various best practice forums and national bodies, including the Association of Local Authority Chief Housing Officers (ALACHO), Association for Public Sector Excellence (APSE), Chartered Institute of Housing (CIH), Scottish Housing Best Value Network (SHBVN) and the Tayside, Central, Fife Housing Hub.

Regular team meetings are held and there is a full service, monthly core brief session, which includes a service update newsletter to which all teams can contribute. The "Core Brief" presents the opportunity of sharing information and communicating performance information. These monthly sessions are also used for training and awareness sessions to enhance people skills and knowledge.

Housing staff are involved in service improvements, service planning and service delivery through a variety of internal and external working groups. These include:

- Local Community Planning Partnership Group
- MATAC group
- CSE Working Group
- Welfare Reform Working Group
- Drug and Alcohol Partnership
- Mental Health Partnership
- Corporate Parenting Group
- Health and Wellbeing Partnership
- Business Skills and Jobs Partnership
- MAPPA Management Group
- Community Alliance
- Tayside, Fife and Central Hub (Housing Options)
- SHBVN Forums (including providing the chair of SHBVN)
- APSE Building & Housing Advisory Group (including providing the chair of this group)
- Sustainability and Climate Change Strategy Working Group
- CIH Policy Practice Groups
- Council-specific self-assessment models
- Local Support Service Delivery Forums
- Local Employability Partnership
- DWP, IRRV and COSLA Forums

All staff are encouraged to complete the Council-wide staff survey. Outcomes of the staff survey are analysed within the service with key improvement areas identified and monitored.

The Housing Support Team has its own registration with Social Care and Social Work Improvement Scotland (SCSWIS) and is required to follow the Regulation of Care Regulations 2002 and the Scottish Social Services Council Code of Practice.

3.3 MANAGING SERVICE PERFORMANCE

The Head of Housing and Community Safety represents the service on the Council's Management team.

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Challenging targets for the year are set, based on the Social Housing Charter and Corporate priorities. These targets can be found in appendix 1.

Progress against these targets and this business plan is scrutinised by the Council's Housing, Health and Care Committee at regular intervals throughout the year.

The service self-assesses against the Scottish Social Housing Charter Outcomes and monitors performance against Charter and Director of Finance performance indicators. This evidence will be scrutinised by the Scottish Housing Regulator, DWP and Audit Scotland and any subsequent improvement action identified will be implemented by the service, as priority.

Performance is also monitored through a variety of other methods, including

- Corporate and service risk review
- Feedback from customers and staff
- Analysis of service key performance results (including benchmarking)
- CIM self-assessment
- The Council's Annual Governance Statement and the service Governance Improvement Plan
- The Corporate Business Transformation Programme, Making Clackmannanshire Better (MCB)
- CHS progress reporting to Clackmannanshire Alliance
- CSE annual / rolling programme assessment
- Scottish Social Housing Charter self assessment
- Director of Finance performance indicators
- Care Inspectorate self-assessment
- Internal and external audit recommendations
- Statutory Performance / Local Government Benchmarking Framework indicators
- Budget monitoring
- Budget Challenge process
- Analysis of inspection reports
- APSE Performance Networks
- Repairs and Revenues Service Balanced Scorecard
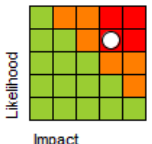
All areas of the service's performance monitoring approach are supported by the Covalent performance management system. Service Managers and Team Leaders are assigned responsibility for performance in key areas of the business. Progress is monitored through service and operational team meetings. Results are published both internally and externally and reviewed on a regular basis by senior management. Performance information is cascaded down through team briefings.

An annual budget review process and a thirty-year cash flow is also used to help ensure business cases are robust, and decisions are based on sound financial information.

.

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
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.	

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CORPORATE PRIORITY OUTCOME

1) The area has a positive image and attracts people and businesses

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
HCS CUS 003	% tenants satisfied with the management of the neighbourhood they live in	-	-	83%	-	J. Queripel
HMO ALL 005	Average length of time taken to re-let properties in the last year - excluding new-build & OTS (i) The total number of properties re-let in the reporting year. (ii) The total number of calendar days properties were empty.	33	40	40	39	F.Abercrombie; J. Queripel
HMO ALL 013	The percentage of new tenants satisfied with the lettable standard when moving in - used for SHBVN & report to tenants	99%	100%	96%	98%	F. Abercrombie; J. Queripel
HMO ALL 041	Total number of lets (including new builds and OTS)	383	352	461	N/A	C. Bowden; J. Queripel
HMO ALL 056	The percentage of tenancy offers refused during the year (i) Number of tenancy offers made during the reporting year. (ii) The number of tenancy offers that were refused.	-	-	51.73%	45%	C. Bowden; J. Queripel
HMO ALL 057	The number of empty dwellings that arose during the last year in self-contained lettable stock	352	426	401	N/A	C. Bowden; J. Queripel
HMO ALL 071	The percentage of lettable dwellings that arose during the year (excluding new-build and off the shelf purchases) in self-contained lettable stock.	-	-	0.08%	N/A	C. Bowden; J. Queripel
HMO TEM 074	% of factored owners satisfied with the factoring service they receive	-	-	-	70%	K. Hutton; S. White

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CORPORATE PRIORITY OUTCOME

2) Our communities are more cohesive and inclusive

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
FAM HPI 005	The proportion of the council's housing stock brought up to the Scottish Housing Quality Standard.	89%	92%	98%	100%	Owen Munro
HMO TEM 070	% of court actions initiated which resulted in eviction	-	-	7.62%		J. Queripel; J Strain
RGN ACC 021	Avg Cost of non HL2 TA per week - Gypsy/Travellers pitch		£56.14	£56.28	£85.00	Kenny HUtton; Julie Strain
RGN ASN 002	% Satisfaction with management of Gypsy/Traveller site	-	-	100%	100%	Julie Strain

Covalent code	Action	Impact	By when	Project Budget	Lead
HCS SBP 035	Complete the Door Entry installations in Mixed Tenure blocks to ensure that all Council owned stock meets the Scottish Housing Quality Standard (SHQS) by 31 March 2015.	Ensuring our properties are safe, secure and desirable.	31-Mar-2015		W. McLaucghlin; S. White
HCS SBP 037	Fully implement Property Factoring Service in accordance with legislation	Delivering an effective factoring service to owners in mixed tenure blocks, ensuring good block maintenance and financial contribution by owners.	31-Dec-2014		K. Hutton; S. White
HCS SBP 048	Progress the bathroom replacement programme sufficiently in 2014/15 to enable the bathroom programme and Clacks Standard to be completed in 2016/17	Work towards achievement of the Clacks Standard during 2016-17	31-Mar-2015		W. McLaucghlin

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CORPORATE PRIORITY OUTCOME

4) Our communities are safer

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
HMO TEM 042	No. of Acceptable Behaviour Agreements issued by the Tenancy Management Team and signed by tenants for ASB/Tenancy issues.	13	20	24	25	J. Queripel; J Strain
HMO TEM 067	% of asb cases reported in the last year which were resolved within locally agreed targets	-	-	74.7%	80%	J Strain

CORPORATE PRIORITY OUTCOME

5) Vulnerable people and families are supported

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
RAP CTA 024	Discretionary Housing payments made as a percentage of budget total.	100%	100%	100%	100%	S. Mackay
FAM HPI 041	% of approved applications for medical adaptations completed during the reporting year			80.85%		W. McLaucghlin
FAM HPI 042	Average time to complete medical adaptation applications			66.95 days		W. McLaucghlin
HMO ALL 043	Percentage lets to statutory homeless applicants	47 %	36 %	39 %	40%	C. Bowden
HMO TEM 031	The proportion of all lets to those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months.	86.1%	89.82%	88.35%	90%	J. Queripel; J Strain
HMO TEM 033	The proportion of lets to Homeless priority applicants where the tenancy was sustained for a period of at least 12 months.	90%	85%	86%	87%	J. Queripel; J Strain
HMO TEM 054	Percentage of new tenancies sustained for more than a year, by existing tenants - Transfer (TR)	-	-	91.89%	92%	J. Queripel; J Strain
HMO TEM 056	Percentage of new tenancies sustained for more than a year, by applicants who have been assessed as statutory homeless (HP)	-	-	82.4%	84%	J. Queripel; J Strain
HMO TEM 058	Percentage of new tenancies sustained for more than a year, by applicants from the Housing Waiting List - WL	-	-	88%	90%	J. Queripel; J Strain
HMO TEM 060	Percentage of new tenancies sustained for more than a year, let source by other reason.	-	-	100%	100%	J. Queripel; J Strain
RGN AOR 001	% of households requiring TA to whom an offer was made	100%	100%	99.2%	100%	J Strain
RGN AOR 002	% of TA offers refused - Total			10.93%		J Strain
RGN ASN 001	% Satisfaction with standard of Homeless Temporary Accommodation			92.31%		J Strain
RGN ATA 201	Avg length of stay Homeless TA - LA ordinary dwelling			12.5 weeks		J Strain
RGN ATA 202	Avg length of stay Homeless TA - Housing Association/ RSL Dwelling			27.20		J Strain
RGN ATA 206	Avg length of stay Homeless TA - Bed & Breakfast			9.80weeks		J Strain
RGN ATA 208	Avg length of stay Homeless TA - Private Sector Lease			34.00 weeks		J Strain

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Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
RGN ATA 209	Avg length of stay Homeless TA - other LA			2.20 days		J Strain

Covalent code	Action	Impact	By when	Project Budget	Lead
HCS SBP 038	Complete operational plan for provision of interim accommodation at Hallpark to enable the first residents to move in.	Homeless applicants receive support whilst in temporary accommodation to learn independent living skills to maintain a secure tenancy.	31-Jul-2014		J Strain
HCS SBP 039	Optimise the outcomes achieved from our new build programme through partnership delivery programmes, particularly with Social Services.	Achieve better outcomes for service-users and achieve cost savings.	31-Dec-2014		K. Hutton; S. White
HCS SBP 044	Implement a Rent Bond Guarantee Scheme and family mediation services to further complement the Housing Options service.	More options are available to help people threatened by homelessness.	31-Mar-2015		F.Abercrombie

CORPORATE PRIORITY OUTCOME

8) The environment is protected and enhanced for all

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
FAM HPI 013	15iii) The number and proportion of the council's housing stock brought up to the Scottish Housing Quality Standard by criteria. Energy efficient - Percentage	99.49%	99.96%	99.96%	100%	Owen Munro

CORPORATE PRIORITY OUTCOME

9) The Council is effective, efficient and recognised for excellence

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
RAP CTA 001	Council Tax Collected Within Year	95.20%	95.30%	94.73%	95.40%	S. Mackay
RAP CTA 007	Non Domestic Rates in year collection rate	96.9%	98%	97.66%	98.2%	S. Mackay
RAP CTA 011	Sundry debt in year collection	83.73%	83.62%	73.15%	83%	S. Mackay
RAP CTA 019	Sundry Debt collection rates > 90 days	42.24%	39.30%	37.01%	35%	S. Mackay
RAP CTA 020	Number days taken on average to process new benefits claims	26	32	58	30	S. Mackay
RAP CTA 021	Number of days taken on average to process changes to benefits claims	8	9	4	8	S. Mackay
RAP CTA 022	Percentage of applications to Local Social Fund processed within 2 days (Crisis grants)	-	-	100%	100%	S. Mackay

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Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
RAP CTA 023	Percentage of applications to Local Social Fund processed within 28 days (Community Care Grants)	-	-	TBC	100%	S. Mackay
HCS CUS 048	% of tenants who moved in within the last 12 months satisfied with their home.	-	-	77%	-	M Sharp
HCS CUS 049	% of tenants who have had repairs or maintenance within the last 12 months satisfied with the repairs and maintenance service.	-	-	88%	-	M Sharp
FAM HPI 001	% Properties with Current Gas Safety Certificate	100%	100%	100%	100%	I. Inglis
PRF PRO 005	Average Length of Time Taken to Complete Emergency Repairs (i) The total number of emergency repairs completed in the last year (ii) The total number of hours taken to complete emergency repairs	-	-	1.91 hrs (i)6779 (ii)12961	4 hours	J. Pearcy
PRF PRO 006	Average Length of Time Taken to Complete Non-Emergency Repairs (i) The total number of non-emergency repairs completed in the last year (ii) The total number of working days to complete non-emergency repairs	-	-	6.74 days (i)15,430 (ii)103,952	10 days	J. Pearcy
PRF PRO 007	Percentage of reactive (non-emergency) repairs completed right first time during the reporting year (i) Number of reactive repairs completed right first time during the reporting year (ii) Total number of reactive repairs completed			87.1% (i)11,448 (ii)15,430	89%	J. Pearcy
PRF PRO 008	Percentage of repairs appointments kept (i) Do you operate a repairs appointment system Y/N? (ii) Number of reactive repairs appointments made in the last year (ii) The number of appointments kept in the last year	-	-	No	95%	J. Pearcy
HCS CUS 001	% tenants satisfied with the overall service provided by their landlord	-	-	90.94%	-	M Sharp
HCS CUS 002	% tenants satisfied with the opportunities given to them to participate in their landlord's decision-making process	-	-	79%	-	M Sharp
HCS CUS 004	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.	-	-	81%	-	M Sharp
HCS CUS 007	Percentage of tenants who feel the rent for their property represents good value for money	-	-	80%	-	M Sharp
HCS CUS 016	Percentage of Councillor enquiries dealt within timescale	93.02%	92.44%	97.06%	98%-	A. Khan
HCS CUS 036	Percentage of first stage complaints to Housing and Community Safety responded to in full	-	-	100%	100%	A. Khan
HCS CUS 037	Percentage of first stage complaints to Housing and Community Safety that were upheld	-	-	31.03%	N/A	A. Khan

Covalent code	KPI	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Target	Lead
HCS CUS 038	Percentage of first stage complaints to Housing and Community Safety that were responded to within SPSO timescales.	-	-	89.66%	100%	A. Khan
HCS CUS 045	Percentage of second stage complaints to Housing and Community Safety responded to in full	-	-	100%	100%	A. Khan
HCS CUS 046	Percentage of second stage complaints to Housing and Community Safety that were upheld	-	-	33.33%	N/A	A. Khan
HCS CUS 047	Percentage of second stage complaints to Housing and Community Safety that were responded to within SPSO timescales.			100%	100%	A. Khan
HCS PPL 001	% Sickness Absence Housing & Community Safety	6.06%	4.59%	4.91%	5.0%	A. Khan
HMO ALL 035	The level of rent loss due to houses remaining empty when they are available for letting.	0.69%	0.71%	0.86%	0.8%	F.Abercrombie
HMO ALL 072	% of existing tenants satisfied with the quality of their home	-	-	88%	88%	M Sharp
HMO TEM 010	Rent collected as percentage of total rent due in the reporting year (i) The total amount of rent collected in the reporting year (ii) The total amount of rent due to be collected in the reporting year (annual rent debit)	-	-	95.86%	96.00%	S. Mackay
HMO TEM 011	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (i) The total value (£) of gross rent arrears as at the end of the reporting year (ii) The total rent due for the reporting year	-	-	7.03%	6.00%	S. Mackay
HMO TEM 001	Current tenant arrears as a percentage of net rent due	5.26%	5.41%	6.58%	6%	S. Mackay
RAP CRD 001	Payment of suppliers within 30 days	86.0%	82.9%	84.1%	86%	S. Mackay

Covalent code	Action	Impact	By when	Project Budget	Lead
HCS SBP 031	Procure and implement a lean systems thinking approach to key service processes.	To eliminate waste and focus on added-value for the customer; reduce costs; increase skills and expertise through accredited training for staff; and improve quality and performance in-line with the Council's MCB model.	31-Mar-2015		J. Queripel
HCS SBP 032	Maximise income for individuals, the service and the Council	Debt is reduced and meet agreed Council priorities.	31-Dec-2014		S. Mackay
HCS SBP 043	Establish a framework to implement the new guidance on the Operation of Local Authority Housing Revenue Accounts (HRAs) in Scotland.	Compliance with Govt Guidance. Tenants receive maximum benefit for their rents and best standards of service. Promotes consistency, transparency and efficient use of resources so tenants better understand how their housing service is delivering benefit to them and at what cost, in-line with the Scottish Social Housing Charter.	31-Dec-2014		M Sharp
HCS SBP 047	Review HRA assets to establish those that provide a positive financial return.	Streamline and utilise HRA assets to achieve best value for tenants.	31-Mar-2015		M Sharp
HCS SBP 049	The Council's Repairs Policy is reviewed and revised.	Clear standardised guidance that meets legislative and health & safety requirements.	31-Mar-2015		W. McLaughlin
HCS SBP 050	Complete the tenant appointment and dynamic scheduling system.	Improve efficiencies in service delivery and better manage customer demand and expectations.	31-Mar-2015		W. McLaughlin
HCS SBP 052	Complete modernisation of Kelliebank Amenity Block and embed new ways of working.	The working environment makes staff feel better valued, improves staff wellbeing and aims to maximise attendance at work.	31-Mar-2015		W. McLaughlin

*

Risks

ID & Title	COU CRR 032	Council & Community Impact of Welfare Reform	Approach	Treat	Status	⬢	Managed By	Julie Burnett; A. Khan	Current Rating	20	Target Rating	20
Description	The scale of the welfare reforms will have an massive impact on Clackmannanshire Council and its residents. The main thrust of the reforms is to reduce expenditure within the welfare budget. The impacts have been assessed as removing between £8 million to £10 million per annum from the local economy.											
Potential Effect	Some changes have already been implemented, others to be introduced from April 2014. The changes that are impacting already relate to Housing, Incapacity and Council Tax benefits, Tax Credits and the Social Fund moving from the Department of Work & Pensions to Councils. Future changes relate to a benefits cap, Disability Living Allowance, Universal Credit, the uprating of benefits by Consumer Price Index instead of Retail Price Index or by rent increases, and various adjustments, such as limiting Child Benefit. This means the Council must provide new services when funding and budgets are limited, with potential reputational, budget and staffing implications. The impact of the transfer to Universal Credit is not yet quantified.											
Related Actions	HCS SBP 018	Review tenant rent levels for different types and sizes of properties, in partnership with Revenues Services.	**Internal Controls**				Welfare Reform Working Group					
	HMO ALL 002	Implement new Allocations Policy					Allocations Policy					
	HMO TEM 002	Implement risk assessment and early intervention framework for those at risk of tenancy failure.					Discretionary Housing Payment Policy					
							Crisis & Community Grants					
Latest Note	A multi-agency group are working to produce action plans, member briefings have been held and an aide memoir produced. Briefings and presentations have also been made to staff, the Tenants' Federation, the Private Landlord Forum and local Members of Parliament. These are included in the communication strategy to inform customers and ensure they are advised and supported. Officers are also playing a leading role in advising both COSLA (Convention of Scottish Local Authorities) and Scottish Government on the proposed changes and learning/sharing best practice with other Councils and organisations. Clacks Works employability services and the Housing Money Advice Team (which has doubled in size) work to mitigate this risk but we are yet to see the impact of Universal Credit.											

ID & Title	HCS SRR 005	Welfare Reforms	Approach	Treat	Status	⬢	Managed By	S. Mackay	Current Rating	20	Target Rating	15
Description	Continued Welfare Reforms											
Potential Effect	Tenants, applicants, staff, people in the community and the Council as a whole will be affected by this risk. People on a reduced income will have an inability to pay rent, council tax, and other council services. There will be a reduction in cash within the local economy, which will affect shops businesses etc. Impacts on income to HRA - need to find capital and revenue budget e.g projects such as new build cannot proceed.											
Related Actions	HCS SBP 034	Integrate housing, community safety, repairs and revenues functions.	**Internal Controls**				Welfare Reform Working Group					
	HCS SBP 040	Maximise staff attendance and improve staff wellbeing at work					Business Planning Process					
Latest Note												

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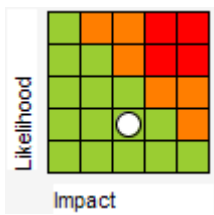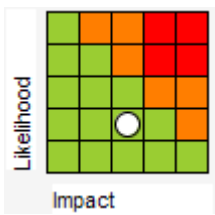
ID & Title	COU CRR 005	Failure to Respond to Changing Needs	Approach	Treat	Status	⚠️	Managed By	Nikki Bridle	Current Rating	15	Target Rating	10
Description	The Councils fails to effectively or efficiently redesign services both externally (such as in response to the 'ageing population') or internally (such as embracing 'new ways of working') due to not predicting or acting on predictions of changing demographics, needs or behaviours or through ineffective change management.											
Potential Effect	Inappropriate allocation of resources and assets, misalignment of corporate objectives with customer or staff needs, lack of clarity of purpose for staff resulting in low morale, decreased productivity or poor customer service, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to situations that have not been planned for.											
Related Actions	SCS CUS 002	Develop a revised Corporate Customer Service Strategy			Internal Controls		Communications Strategy					
	SCS SAP 020	Gain council approval and Implement the revised Communications & Marketing Strategy to support Making Clackmannanshire Better					Community Engagement Process					
							Making Clackmannanshire Better Programme					
Latest Note	Improvements in community engagement and work towards the Customer Service Excellence (CSE) standard is ongoing across all services and the volume and integrity of information on customer insight, performance and demographics is improving. Further work is, however, required to demonstrate whether and how this information is used to inform decisions on service redesign, improve change management practices to ensure implementation is effective and efficient, and that staff and customers are fully aware of why and how changes are being made.											
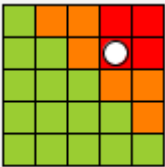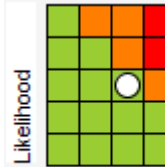
ID & Title	HCS SRR 001	Staff Health and Safety	Approach	Treat	Status	⚠️	Managed By	A. Khan	Current Rating	15	Target Rating	10
Description	Risk to personal safety of staff involved in providing the servcie.											
Potential Effect	Sickness absence, high staff turnover, poor morale, poor performance, increased costs.											
Related Actions					Internal Controls		Annual Risk Assessments Training Registers					
Latest Note	Health & Safety Risk Assessments carried out for all staff and regular item on Team Meeting agendas.											
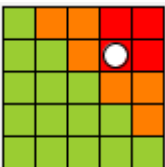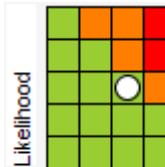
ID & Title	HCS SRR 006	Poor budget control	Approach	Treat	Status	⚠️	Managed By	A. Khan	Current Rating	12	Target Rating	2
Description	Key priorities are not met due to poor budget control											
Potential Effect	*Poor programming of key works;* *key priorities not met;* *Reputational Risk;* *Failing to meet Scottish Housing Regulator chartered outcomes; and* *Poor customer feedback / relationship.*											
Related Actions							Risk Management Strategy					
	HCS SBP 034	Integrate housing, community safety, repairs and revenues functions.			Internal Controls		Business Planning Process					
							Housing Revenue Account Business Plan					
Latest Note												

ID & Title	HCS SRR 004	Failed objectives	Approach	Treat	Status	✅	Managed By	A. Khan	Current Rating	8	Target Rating	2
Description	Service fails to meet its objectives.											
Potential Effect	Increased commitments and demands upon staff; Increased sickness absence; Poor morale; Reduced performance; Not meeting customer needs and expectations; and Not meeting needs and expectations of community stakeholders, such as Tenants Federation and Community Councils											
Related Actions							Local Housing Strategy					
	HCS SBP 031	Complete tender process to source a supplier to analyse performance data and deliver training to staff on Lean Systems Thinking					Performance Review & Development Process					
	HCS SBP 034	Integrate housing, community safety, repairs and revenues functions.					Budget Strategy					
	HCS SBP 040	Maximise staff attendance and improve staff wellbeing at work			Internal Controls		Budget Challenge & Financial Monitoring Processes					
							Scheme of Delegation					
							Housing Revenue Account Business Plan					
							Tenant Participation Strategy					
Latest Note												

ID & Title	HCS SRR 009	Reduction in income from Council Tax	Approach	Treat	Status	✅	Managed By	S. Mackay	Current Rating	6	Target Rating	6
Description		Council Tax collection rates fall from wider impacts on wages and economy, and other pressures on service.										
Potential Effect		Council is unable to meet its commitments and additional service reductions is then required. Reputational risk; and Poor customer feedback / relationship.										
Related Actions		1. Complete Sheriff Officer retender and maximise use of third party recovery for all debts. 2. Introduce CARS. 3. Introduce payment card (Allpay/Paypoint). 4. Increase uptake of Direct Debt for all income streams. 5. Provide online access to Council Tax balances for customers. 6. Improve reporting capabilities of Council Tax system			Internal Controls		Corporate Recovery and Write Off Policy, established billing, collection and recovery procedures, embedding rigorous performance management and monthly performance monitoring					
Latest Note												

ID & Title	HCS SRR 007	Increasing Single person households	Approach		Status	🛑	Managed By	J. Queripel	Current Rating	16	Target Rating	9
Description	Unable to meet needs of single person households looking for housing in the social rented sector											
Potential Effect	Increase in people being placed in Bed and Breakfast accommodation (associated costs); Failure to meet statutory requirement to provide homeless people with settled accommodation											
Related Actions	HCS SBP 044	Implement a Rent Bond Guarantee Scheme and family mediation services to further complement the Housing Options service.			Internal Controls							
Latest Note												

ID & Title	HCS SRR 008	Decreasing rent and Council Tax revenues	Approach		Status	🛑	Managed By	S. Mackay	Current Rating	16	Target Rating	9
Description	Decreasing rent revenue and Council Tax revenue as a consequence of poverty and benefits reduction											
Potential Effect	Impact for Council: Reduction in income; reduction in services or level of quality; Deterioration in quality / damage to housing stock. Impact for Customers: Threat of eviction; blacklisted for credit purposes; impact upon health.											
Related Actions		1. Complete Sheriff Officer retender and maximise use of third party recovery for all debts. 2. Introduce CARS. 3. Introduce payment card (Allpay/Paypoint). 4. Increase uptake of Direct Debt for all income streams. 5. Provide online access to Council Tax balances for customers. 6. Improve reporting capabilities of Council Tax system			Internal Controls		Corporate Recovery and Write Off Policy, established billing, collection and recovery procedures, embedding rigorous performance management and monthly performance monitoring					
Latest Note												

Housing and Community Safety Service Business Plan 2013-14 APPENDIX 1

Annual 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
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.		

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DETAILED REPORT

CORPORATE PRIORITY OUTCOME
1) The area has a positive image and attracts people and businesses

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	2013/14 Status	Latest Note	Lead
HCS CUS 003	% tenants satisfied with the management of the neighbourhood they live in	-	-	-	-	83%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been included in team actions plans.	Jennifer Queripel
RGN HDR 001	Number of new and additional affordable homes brought into the housing supply	64	2	45	31	65	✅	9 newbuild council units delivered in Alva and 16 in Tullibody. The Council has purchased 20 existing properties 'off the shelf' to add to the social housing stock and 20 units 'off the shelf' to rent as homeless accommodation. The Council has met its spend target for affordable housing supply in full for 2013/14.	Susan White

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 019	Establish programme of acquisition for HRA permanent lets 2013-15 in partnership with the Scottish Government.	31-Mar-2014	100%	✔️	The Council met in full its target for 20 off the shelf purchases on the HRA and claimed £500,000 in AHSB Grant. The HHC Report in March confirmed that a further 15 general needs units will be acquired in 2014/15 as a target likely to be a wider and more targeted purchase including family accommodation.	Kenny Hutton
HCS SBP 023	Complete 25 interim supported units at Hallpark, Sauchie.	28-Feb-2014	80%	✔️	Hallpark project has made up time delays and aiming now to meet initial contract completion date with expected handover June 14. Specification for CCTV and link to other managed blocks agreed and now with	Kenny Hutton

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					contractor. Fibre link installed ready for cabling. External issues related to site levels and ramping of main entrance and car park entrance. Site visit for measuring etc agreed for 22/04/14. External garden to be to adoptable standard.	
HMO ALL 003	Let all 16 new units at The Maltings in Tullibody on completion of build.	30-Apr-2013	100%	✔	All properties now let.	Jennifer Queripel
HMO ALL 004	On completion, let 9 new units at Winnelburn Gardens Alva	31-May-2013	100%	✔	All 9 properties are now let. As a result of these lets, 6 Council properties were vacated and subsequently allocated to housing applicants from the housing list.	Jennifer Queripel
RGN HAS 018	Commence remodelling of 29-41 The Orchard Tullibody for single person units.	31-Mar-2014	40%	✔	Project re-evaluation underway to assess wider strategic options for site versus redevelopment. Brief Feasibility Study commissioned to inform way forward. Damage to property has been assessed and priced. Site secured with appropriate signage in place.	Kenny Hutton
RGN HDR 001	Deliver the Strategic Housing Investment Plan and Strategic Local Programme for 2013-18	30-Jun-2013	100%	✔	Update on housing investment presented to HH&C October 2013 with further update in March 2014. Revised HRA financial contribution for 13/14 and 14/15 agreed which will include new build on Fairfield school site, with provisional discussions with Kingdom HA regards acquisition of Tullis site underway. This should inform spend against target for Affordable Housing Supply Budget by 31/03/14.	Kenny Hutton
RGN HDR 002	Develop new Clackmannanshire Housing Strategy Action Plan	31-Mar-2014	100%	✔	CHS update was presented to Alliance Community Wellbeing and Business, Skills and Jobs partnership groups in February with a full update on process and progress on the Action Plan up to year 2 of the Strategy. The Action Plan longer term outcomes will continue to be developed and updated with partners to ensure that key strategic actions and links are included and integrated within the Plan.	Kenny Hutton

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CORPORATE PRIORITY OUTCOME
2) Our communities are more cohesive and inclusive
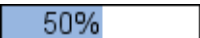
Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
FAM HPI 013	15iii) The number and proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard by criteria. Energy efficient - Percentage	93.53%	99.49%	99.96%	99.96%	99.96%	✅	There are 2 properties that do not meet the SHQS energy efficiency standard. These properties are programmed to be brought up to the standard during the year 14/15.	Owen Munro
HCS CUS 002	% tenants satisfied with the opportunities given to them to participate in their landlord's decision-making process	-	-	-	-	79%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HCS RGN 002	No. long-term private sector empty homes brought back into use by direct intervention	-	-	-	20	14	⚠️	In addition to these 14 units, almost £48k in Council Tax revenue will be generated next year on properties identified to be no longer empty, so not entitled to Council Tax discount. £75k from the Empty Homes fund will be carried forward into 14/15 to fund 10 units to be brought back into use.	Kenny Hutton
HMO ALL 013	The percentage of new tenants satisfied with the lettable standard when moving in - used for SHBVN & report to tenants	97%	99%	100%	98%	96%	⚠️	With 96% of new tenants satisfied with the condition of the property when let, this is down on last year's result. This disappointing result may, in part be due to the sheer level of voids repaired and let in the year.	Francine Abercrombie; Jennifer Queripel
HMO ALL 041	Total number of lets (including new builds and OTS)	360	383	352	N/A	461	📈	461 properties were let in the year. This is an increase of 109 properties let compared with the previous year when 352 properties were let. Of the 461 properties let in 2013/14, 20 were new build properties (16 at The Maltings, Tullibody, and 4 at Winnelburn, Alva), 5 were the refurbished units at Winnelburn and 10 were off the shelf purchases.	Cheryl Bowden; Jennifer Queripel
HMO ALL 043	Percentage lets to statutory homeless applicants	41 %	47 %	36 %	50 %	39 %	⚠️	39% of all lets in the year were made to homeless applicants. This is slightly	Cheryl Bowden; Jennifer Queripel

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
								higher than the previous year when 36% of lets went to homeless applicants. As over 85% of all homeless applicants need a 1 bedroom property, the proportion of lets to homeless applicants depends on the availability of vacant 1 bedroom properties during the year.	
HMO ALL 047	Total number of lets to transfer (existing tenants)	51	43	74	N/A	87		A total of 87 lets were made to existing tenants (transfer applicants) in 2013/14. This makes up 19% of total lets.	Cheryl Bowden; Jennifer Queripel
HMO ALL 048	Total number of lets to Homeless Applicants/Households	147	179	125	N/A	178		178 of all lets in 2013/14 were made to homeless applicants. This equates to 39% of all lets in the year.	Cheryl Bowden; Jennifer Queripel
HMO ALL 049	Total number of lets to housing waiting list applicants	152	149	150	N/A	195		A total of 195 lets in the year were made to applicants on the housing waiting list, which is just over 42% of all lets in the year.	Cheryl Bowden; Jennifer Queripel
HMO ALL 050	Total number of lets from other sources	10	12	3	N/A	1		There was one property that was let in this category. This was a property that was let to Social Services on a temporary basis to accommodate a vulnerable young person.	Cheryl Bowden; Jennifer Queripel
HMO ALL 055	% Housing applicants receiving a Personal Housing Plan.	-	-	-	50%	-	-	All housing applicants will receive a Personal Housing Plan now that the Housing Options Service is being delivered from the Home@Clacks facility at Kilncraigs.	Jennifer Queripel
HMO ALL 056	The percentage of tenancy offers refused during the year (i) Number of tenancy offers made during the reporting year. (ii) The number of tenancy offers that were refused.	-	-	-	-	51.73%	-	There were 758 offers made in the year of which 399 were refused. It is anticipated that the level of refusals will reduce with the roll out of a more customer focussed approach to assessment of housing need, gathering information about the customers preferences, and advertising more of our properties.	Cheryl Bowden; Jennifer Queripel
HMO ALL 061	The average number of offer per Let including New-Build & OTS	1.9	1.9	2.1	1.9	2.1		With the introduction of the Housing Options Service it is anticipated that the refusal rate will reduce in 2014/15.	Cheryl Bowden; Jennifer Queripel

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
HMO ALL 072	% of existing tenants satisfied with the quality of their home	-	-	-	-	88%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HMO TEM 031	The proportion of all lets to those provided with permanent accommodation in council stock who maintained their tenancy for at least 12 months.	84.38%	86.1%	89.82%	90%	88.35%	⚠️	We have not met the target for this year with the level of tenants sustaining their tenancy for more than 1 year slightly down on last year's result. However, the result is still much improved from previous years' results and is not significantly short of the target figure.	Jennifer Queripel; Julie Strain
HMO TEM 042	No. of Acceptable Behaviour Agreements issued by the Tenancy Management Team and signed by tenants for ASB/Tenancy issues.	11	13	20	25	24	✅	An Acceptable Behaviour Agreement is a voluntary agreement between the person who is behaving antisocially and any other relevant people (for example, the police, the council or social workers). The aim is to help the person who is behaving antisocially to admit to their behaviour, understand how it affects other people, and, hopefully, stop it. With 24 ABAs put in place in the year the target of 25 was not quite met. However this is an increase on the previous year and our aim was to increase the number of ABAs as they can be used in lots of different situations to tackle antisocial behaviour including stopping a person's behaviour getting worse, helping with any problems that are causing the antisocial behaviour and preventing the behaviour worsening to the extent that action must be escalated to court action.	Jennifer Queripel; Julie Strain
RGN ACC 021	Avg Cost of non HL2 TA per week - Gypsy/Travellers pitch	-	-	£56.14	-	£56.28	✅		Kenny Hutton
RGN ASN 002	% Satisfaction with management of Gypsy/Traveller site	-	-	-	-	100.00%	✅	Of the occupants of the site who were surveyed, all indicated that they were fairly satisfied with the management of the site. This is a Scottish Social Housing Charter indicator which measures all	

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Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
								services provided by the landlord to ensure sites are well maintained and managed.	

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 022	Progress to bring all social housing stock up to Scottish Housing Quality Standard (SHQS) by end of March 2015	31-Mar-2014	100%	✔	The target for 2013/14 was to ensure that 96% of stock meets SHQS by 31st March 2014 which has been met. The remaining element to be completed as reported to Council in February are the door entry installations in mixed tenure flats. An on-site examination of the Council's SHQS systems and progress was conducted in March 2014 by the Scottish Housing Regulator. This found the Council's data gathering and systems were robust and the reported progress against the Scottish Housing Quality Standard was reliable. As a result, no further engagement is proposed.	Murray Sharp
HMO ALL 001	Implement Abritas system to deliver Personal Housing Plans.	31-Mar-2014	100%	✔	The Abritas system is now fully implemented with all new customers receiving a Housing Options interview and a Personal Housing Plan.	Jennifer Queripel
HMO ALL 002	Implement new Allocations Policy	31-Dec-2013	100%	✔	Allocations Policy now successfully implemented.	Jennifer Queripel
HMO HBM 001	Develop and implement a Council process for meeting the new requirements of the Scottish Housing Regulator, including the new Social Housing Charter Annual Report for tenants.	31-Mar-2014	100%	✔	Performance monitoring framework in place along with approach to self assessment.	Jennifer Queripel
HMO TEM 001	Implement revised Tenancy Management ASB procedures.	31-Jul-2013	100%	✔	All tenancy management staff have been trained in the revised ASB procedures and they have been implemented. Consistency checks continue to be carried out to ensure that procedures are being followed and to identify and further training needs.	Jennifer Queripel
HMO TEM 002	Implement risk assessment and early intervention framework for those at risk of tenancy failure.	30-Nov-2013	100%	✔	System now in place to identify new tenants who may be at risk of failing in tenancy, and process in place for early intervention by Housing Officer.	Jennifer Queripel
RGN HAS 003	Introduce a Rent Deposit Scheme.	30-Dec-2013	50%	✔	Revised and now part of the 14/15 budget round.	Kenny Hutton

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
RGN PSH 001	Implement a programme to bring ten long-term, private sector, empty homes back into use, using Empty Homes Loan Fund.	28-Mar-2014	100%	✔	£75k received from Scottish Government via Empty Homes Loan Fund, This is being carried forward to 2014/15 and criteria for spend being reviewed by the Government.	Kenny Hutton
RGN PSH 002	Employ an Empty Homes Liaison Officer	30-Apr-2013	100%	✔	Empty Homes Liaison Officer appointed by Shelter April 2013. Post funded and shared between Clacks, Stirling and Falkirk Councils with additional funding from Scottish Government	Kenny Hutton

CORPORATE PRIORITY OUTCOME

4) Our communities are safer

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
RGY EHE 002	The average time between the time of the complaint and attendance on site for complaints requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004.	10.70 hrs		3.82 hrs	6.00 hrs	3.56 hrs	✅	Attendance on site to calls **not** dealt with under Pt 5 ASB Act continues to be within target.	Kenny Hutton; Wilson Lees
RGY EHE 003	The average time between the time of the complaint and attendance on site for complaints dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004.	0.30 hrs	0.30 hrs	0.23 hrs		0.00 hrs	📈	Noise will no longer be dealt with under Pt 5 of the ASb Act. The noise resolution has also been changed from 24/7 to 8am to midnight 7 days per week. The Community Wardens are currently being trained for authorisation under pt 5 ASB Act.	Kenny Hutton; Wilson Lees
HMO TEM 067	% of asb cases reported in the last year which were resolved within locally agreed targets	-	-	-	75%	74.7%	✅	Just under 75% of asb cases reported during the year were resolved within the agreed target of 20 weeks. There were 323 asb cases opened between 1st April 2013 and 31st March 2014. Of the 254 cases that were closed on or before 31st March 2014, 13 were outwith the agreed target of 20 weeks.	Julie Strain

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 001	Develop a draft three-year Community Safety Strategy ready for consultation and implementation in 2014/15.	31-Mar-2014	100%	✔	The Community Safety Strategy was submitted in April to the Council Corporate Management team for comment and will now go to the Clackmannanshire Alliance for full ratification.	Kenny Hutton; Cherie Jarvie
HCS SBP 002	Review CCTV arrangements to better support community safety	31-Mar-2014	75%	✔	At the final Strategic meeting of the FV CCTV Partnership both Stirling and Clackmannanshire Council's noted their intention to fully review their commitment giving 1 year contractual notice of their right to remove from the Partnership. This year therefore will complete the strategic review of evidence from cameras and an evaluation of upgrade and network costs. The Council aim to provide greater value for money and improved integration of CCTV with Council Services and priorities.	Kenny Hutton
HCS SBP 003	Implement a robust approach to tackling anti-social behaviour.	31-Mar-2014	100%	✔	The Council has in partnership with Police Scotland formed a Multi Agency Tasking and Coordination group (MATAC) which will focus upon the risk presented by offenders and their victims as well as upon place. The work will inform action by landlords Community Warden;'s and Community Police. This group will report to the Community Safety Partnership and will be used to inform priorities and staff training.	Kenny Hutton
HMO TEM 003	Implement a monitoring system to report on the number of anti-social behaviour cases reported in the year that were resolved within the locally-agreed target of 20 weeks.	30-Sep-2013	100%	✔	Monitoring system implemented and now in use to manage and report on performance relating to ASB cases.	Jennifer Queripel

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CORPORATE PRIORITY OUTCOME
5) Vulnerable people and families are supported

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
FAM HPI 034	The landlord's wholly owned stock - Number of properties used for temporary accommodation at the end of the reporting year	-	-	-	-	83		There were 83 Council owned properties used for temporary accommodation in 2013/14.	Owen Munro
HMO TEM 033	The proportion of lets to Homeless priority applicants where the tenancy was sustained for a period of at least 12 months.	84%	90%	85%	87%	86%		With 86% of homeless applicants sustaining their tenancy for at least 12 months this is a slight improvement on the previous year but falls just short of the target. Ensuring that early and appropriate support is in place for homeless applicants to reduce the risk of tenancy failure is a key priority for the service with the aim of increasing the number of homeless applicants who succeed in their tenancy.	Jennifer Queripel; Julie Strain
HMO TEM 039	No. of Abandonments completed by the Tenancy Management Team each calendar month.	51	43	39		51		With 51 tenants abandoning their tenancy in the year, this is a disappointing result. Work is currently underway to improve identification of the support needs of housing applicants and the provision of appropriate support, including intensive tenancy management, particularly at the early stages of a tenancy.	Jennifer Queripel; Julie Strain
RGN AOR 001	% of households requiring TA to whom an offer was made	-	100.0%	100.0%	100.0%	99.2%		The Council has a statutory responsibility to make temporary accommodation available to all homeless persons who are without accommodation. At 99.2% the service is close to meeting its target but further analysis is required to determine whether the shortfall is due to recording errors or a training need.	Wilson Lees
RGN AOR 002	% of TA offers refused - Total	-	-	-	-	10.93%		The Council has a statutory responsibility to make temporary accommodation available to all homeless persons who are without accommodation. A small	Wilson Lees

Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
								percentage of those offered accommodation will refuse the offer choosing, instead, to make their own arrangements. National data is not yet available to determine whether the refusal rate in Clackmannanshire is out with the norm.	
RGN ASN 001	% Satisfaction with standard of Homeless Temporary Accommodation	-	-	-	-	92.31%		The satisfaction rate for the temporary accommodation offered is high. The Council is developing new, high quality, accommodation and moving away from the use of B&B accommodation which has a, generally, low satisfaction rate.	Wilson Lees
RGN HAP 001	New Homelessness applications received in period	763	708	522	470	479		The number of Homeless applications fell by 8% in 2013/14 continuing the downward trend. National comparisons are not yet available for the financial year 2013/14 but figures for the calendar year 2013 show an 11.5% reduction across Scotland and 27% for Clackmannanshire.	Wilson Lees
RGN HES 001	Number of visits by Fuel Energy Team	-	-	603	-	556		Service is demand led. Outcome for clients is to help the most vulnerable avoid falling into fuel poverty by delivering advice on energy use and affordable warmth.	Kenny Hutton; Susan White
RGN HES 002	Accumulated annual savings following energy and fuel debt advice	-	-	£91,061.00	-	£136,670.00		The Council employs two members of the WISE group to provide a range of advice and information on home energy. This includes assistance with the most effective use of their heating system, advocacy with Utility Companies in agreeing the best tariff, reduced payment plans and fuel debt advice.	Susan White
RGN HES 003	The number of referrals for fuel debt advice from social landlords completed within six weeks of new tenancy.	-	-	-	-	-	-	Figure currently unavailable. Monitoring system being set up with the Wise Group. Procedure agreed with landlords allowing for contact to be made with all new tenants, who are offered a home energy visit once they have settled in.	Susan White

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
RGN HSA 044	Avg. days between homeless registration and offer	184	231	298	150	263	🛑	The average length of time a homeless household waits to be offered permanent accommodation has fallen in 2013/14. Waiting times for larger properties has decreased whilst times for one bedroomed properties has increased. This figure represents the average waiting time for all property sizes.	Wilson Lees
RGN HST 051	Housing Support assessments against those offered under statutory duty.	-	-	-	100	97	✅		Wilson Lees; Elaine O'Hanlon

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HDR HES 008	Visit all new tenants to give fuel debt advice and seek referrals from all fuel-poor households.	31-Mar-2014	100%	✔	All new tenants will now get a visit from the Home Energy Team with streamlined referral routes agreed with OVHA and Clacks Council	Kenny Hutton
HMO TEM 004	Refine and develop framework of intensive tenancy management interventions (including schedule of regular visits from Housing Officer)	30-Dec-2013	100%	✔	A recording and monitoring system is now in place to manage all tenancies requiring additional visits and help to maintain the tenancy. All intensive tenancy management cases now have plans detailing the nature of additional measures in place and the frequency of visits to monitor the tenancy. These plans are developed with agreement of the tenant before the tenancy starts to minimise the risk of tenancy problems or failure.	Jennifer Queripel
RGN HAS 001	Introduce the housing support assessment from S32b of 1987 Housing Act for all applicants at risk of homelessness.	30-Jun-2013	100%	✔	New legislative procedure in place for al homeless and potential homeless apps. Project complete. Substantial increase in referrals noted. (50% increase by 31/03/14.	Kenny Hutton

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CORPORATE PRIORITY OUTCOME
7) Health is improving and health inequalities are reducing
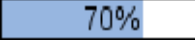
Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
FAM HPI 046	The number of approved medical adaptation applications completed.	-	-	-	-	56			Willie McLaughlin

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 005	Review and develop clear plan for adaptations in all tenures.	27-Mar-2014	90%	✔	Meeting to be set up with Council Procurement Officer Derek Barr and Adult Care Manager Maureen Dryden to include streamlining processes and future contractual delivery of minor adaptations. Info requested from Soc Services re integration with Health as this will have major impact. Current problems with fragmentation in the system for assessment and delivery. Target revised for end of May.	Kenny Hutton
HCS SBP 016	Implement workforce training plan to raise awareness of service-users with drug and alcohol issues.	31-Mar-2014	100%	✔	Strada Training now complete for 51 staff with Draft Report complete Jan 2014. Shadowing of Signpost for staff as follow up training now well advanced.	Kenny Hutton
RGN HAS 004	Implement outcomes of Mental Health pilot in Homelessness.	30-Dec-2013	100%	✔	The first Mental Health and Housing clinic went ahead on the 22nd of January 2014 and all three available appointments were allocated. The next clinic will be held at Lime Tree House on Wednesday 26th February between 1 and 3 pm. --	Kenny Hutton
RGN PSH 003	Implement new S72 Scheme of Assistance.	30-Apr-2013	100%	✔	Revised Scheme of Assistance approved by Housing, Health and Care Committee on 21 March 2013.	Kenny Hutton

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CORPORATE PRIORITY OUTCOME
8) The environment is protected and enhanced for all

Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
HCS RGN 004	CO2 emissions from housing in Clacks.		27,000	-	-	-	-	System to collate this info being set up with Wise Group. Partial data available; from Home Energy visits to 603 customers in 2012/13 there were 251 tonnes reduced emissions and in 2013/14, 556 visits brought 236 tonnes of reduced co2.	Susan White

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HDR HES 001	Develop a Renewable Energy Plan to assist residents to reduce their energy costs.	31-Mar-2014	85%	✔	A draft Report with consultation outcomes ready for sign off by the Partnership. Renewed focus following recent Government consultations on renewables. Partnership meeting deferred to June 2014.	Kenny Hutton
HDR HES 002	Bid for HEEPS area-based scheme	30-Apr-2013	100%	✔	Due to UK Govt change in ECO funding the financial aspects of the project have been remodelled resulting in a possible reduction in units. Allocation will however be expended as targeted.	Kenny Hutton
HDR HES 003	National Retrofit Programme pilot allocation implementation with Edison and N-Power, external wall insulation and PV.	31-Mar-2014	100%	✔	Complete. External Wall Insulation to 97 properties, 8 air source heat pumps and 8 solar thermal systems installed and 69 fitted with photo voltaics.	Kenny Hutton; Susan White
HDR HES 004	Complete UHIS 2012-13 programme	30-Sep-2013	100%	✔	Project Complete	Kenny Hutton
HDR HES 005	Develop a Green Deal and ECO Maximisation Plan in Clackmannanshire (4-year programme)	31-Mar-2014	100%	✔	The impact of recent Government changes to ECO will impact upon longer term Programme financing for both HEEPS ABS and EESSH which is therefore under review to establish the full scope of the programme over 4 years.	Kenny Hutton
HDR HES 006	Production of heat and fuel poverty mapping in Clackmannanshire.	31-Mar-2014	100%	✔	Project Complete but requires routine updates. Part of Home Analysis Database work with Scottish Government to help assess future bids.	Kenny Hutton
HDR HES 007	Progress towards eliminating fuel poverty in Clackmannanshire in line with Scottish Government aims to ensure that by November	31-Mar-2014	70%	✔	The Council has 2 Fuel Poverty Advisers employed by the Wise Group. They have secured over £300k in individual financial savings for the most vulnerable in	Kenny Hutton

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
	2016, so far as is reasonably practical, people are not living in fuel poverty in Scotland.				the community and have contributed to securing £11.3m in energy efficiency improvements to local homes. Strong partnerships have been developed between the advisers and the NHS and local support groups. Surgeries have been established at Clackmannanshire Mental Health Unit, the Community Health Centre and drop in centres at Hawkhill Community Centre, Tullibody Families Units, Sauchie Food bank (Active8).	

CORPORATE PRIORITY OUTCOME
9) The Council is effective, efficient and recognised for excellence

Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
SAP S01 HCS	Staff survey - Housing & Community Safety staff - I am satisfied with my job	50.0%	67.7%	66.7%	69.7%	62.5%	⚠️	Clarity from revised Community and Regulatory Service and Housing and Community Safety structures, a revised People Strategy and a review of the corporate PRD system are hoped will improve job satisfaction.	Garry Dallas; Ahsan Khan
SAP S03 HCS	Staff survey - Housing & Community Safety staff - I am proud to work for the Council	42.0%	51.6%	44.3%	47.3%	50.0%	✅	Clarity from revised Community and Regulatory Service and Housing and Community Safety structures is hoped will improve the number of staff feeling proud to work for the Council.	Garry Dallas; Ahsan Khan
SAP S04 HCS	Staff survey - Housing & Community Safety staff - I feel that the Council is an equal opportunities employer	56.0%	69.4%	76.3%	79.3%	79.2%	✅	The new corporate People Strategy, due to go to Council in the summer, is hoped will enable us to continuously improve being an equal opportunities employer.	Garry Dallas; Ahsan Khan
SAP S05 HCS	Staff survey - Housing & Community Safety staff - I have the materials, information and support I need to do my work	32.0%	59.7%	53.6%	56.6%	54.2%	✅	Clarity from revised Community and Regulatory Service and Housing and Community Safety structures is hoped will improve how staff feel about the materials, information and support they need to do their job.	Garry Dallas; Ahsan Khan
SAP S06 HCS	Staff survey - Housing & Community Safety staff - I intend to continue working for the		69.4%	72.2%	75.2%	70.8%	⚠️	The revised corporate People Strategy will introduce better arrangements to develop	Garry Dallas; Ahsan Khan

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Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
	Council							our existing staff, including: e-learning; mentoring / coaching; succession planning; and growing our own, which is aimed at improving the number of staff continuing to work with the Council.	
SAP S12 HCS	Staff survey - Housing & Community Safety staff - I receive feedback from my line manager	39.0%	53.2%	53.6%	56.6%	58.3%	✅	During 2014/15, the Housing and Community Safety service will review the way we all communicate, including looking at new ways to improve communication both down from senior managers (cascade) and upwards too, so that everyone has a valued opinion and input.	Garry Dallas; Ahsan Khan
SAP S14 HCS	Staff survey - Housing & Community Safety staff - My senior managers demonstrate strong and consistent leadership skills	27.0%	38.7%	26.0%	29.0%	30.4%	✅	The Housing and Community Safety service fully supports the corporate commitment to develop its Leadership and Management Development programme and expand it to include Team Leaders and aspiring managers.	Garry Dallas; Ahsan Khan
SAP S15 HCS	Staff survey - Housing & Community Safety staff - I have a Performance Review & Development meeting at least once a year	86.0%	72.6%	64.2%	67.2%	79.2%	✅	The Housing and Community Safety service fully supports the corporate review of the PRD process to ensure learning and development is linked to business need, the needs of the post and the aspirations of the individual. The clarity of service structures will also help to ensure that PRDs are undertaken.	Garry Dallas; Ahsan Khan
SAP S23 HCS	Staff survey - Housing & Community Safety staff - I get health and safety information which is relevant to me and my work	59.0%	75.8%	70.8%	73.8%	79.2%	✅	The Housing and Community Safety service will review its internal communications with staff to ensure everyone has sufficient access to and receives timely updates on all health and safety information.	Garry Dallas; Ahsan Khan
SAP S25 HCS	Staff survey - Housing & Community Safety staff - I am encouraged to make suggestions to improve the service	51.0%	66.7%	60.8%	63.8%	60.9%	✅	The Housing and Community Safety Service will review the way we all communicate, including looking at new ways to improve communication, both down from senior managers (cascade) and upwards too, so that everyone has a valued opinion and input. Also, the	Garry Dallas; Ahsan Khan

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Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
								service fully supports the corporate relaunch of the staff suggestion scheme.	
SAP S27 HCS	Staff survey - Housing & Community Safety staff - I have contributed to my team's future plans	64.0%	77.8%	69.8%	72.8%	66.7%	⚠	The Housing and Community Safety service fully supports the corporate review of the PRD process to ensure learning and development is linked to business need, the needs of the post and the aspirations of the individual. The clarity of service structures will also help to ensure that all staff contribute to team plans.	Garry Dallas; Ahsan Khan
SAP S30 HCS	Staff survey - Housing & Community Safety staff - I feel that communication across my service/team is good	35.0%	39.7%	39.6%	42.6%	41.7%	✅	During 2014/15, the Housing and Community Safety service will review the way we all communicate, including looking at new ways to improve communication both down from senior managers (cascade) and upwards too, so that everyone has a valued opinion and input.	Garry Dallas; Ahsan Khan
HCS CUS 001	% tenants satisfied with the overall service provided by their landlord	-	-	-	-	90.94%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HCS CUS 004	Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.	-	-	-	-	81%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HCS CUS 007	Percentage of tenants who feel the rent for their property represents good value for money	-	-	-	-	80%	✅	The data for this indicator is from the Tenant Satisfaction and Aspiration Survey 2013. The results have been analysed and improvement actions have been identified and included in team action plans.	Murray Sharp
HCS CUS 018	Percentage of Housing and Community Safety service with CSE accreditation		95%	100%	100%	100%	✅	Rolling programme 2 assessment undertaken 3rd October 2013. A total of eight compliance pluses now achieved.	Kenny Hutton; Ahsan Khan; Jennifer Queripel
HCS PPL 001	Percentage sickness absence level in Housing and Community Safety service.		6.06%	4.59%	6%	4.91%	✅		Garry Dallas; Ahsan Khan

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Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
HCS PPL 002	% Staff turnover in Housing and Community Safety				14.0%	11.7%	✓		Garry Dallas; Kenny Hutton; Ahsan Khan; Jennifer Queripel
HMO ALL 005	Average length of time taken to re-let properties in the last year - excluding new-build & OTS (i) The total number of properties re-let in the reporting year. (ii) The total number of calendar days properties were empty.	48	33	39	40	40	✓	The average turnaround time for all properties let in the year was 40 days. This is similar to our performance in the previous year. However, in 2013/14 the volume of void properties turned around was significantly greater. In addition to this, additional work was carried out by the teams, including the review and implementation of the new Allocations Policy, purchasing properties to add to our stock, managing new build and refurbishment projects and developing and delivering the new Housing Options Service.	Francine Abercrombie; Jennifer Queripel
HMO ALL 041	Total number of lets (including new builds and OTS)	360	383	352	N/A	461	📈	461 properties were let in the year. This is an increase of 109 properties let compared with the previous year when 352 properties were let. Of the 461 properties let in 2013/14, 20 were new build properties (16 at The Maltings, Tullibody, and 4 at Winnelburn, Alva), 5 were the refurbished units at Winnelburn and 10 were off the shelf purchases.	Cheryl Bowden; Jennifer Queripel
HMO ALL 057	The number of empty dwellings that arose during the last year in self-contained lettable stock	393	352	426	N/A	401	📈	The number of properties becoming empty during the year (excluding newly acquired and new build) was 401. This is slightly less than 2012/13 when 426 properties became void.	Cheryl Bowden; Jennifer Queripel
HMO ALL 071	The percentage of lettable dwellings that arose during the year (excluding new-build and off the shelf purchases) in self-contained lettable stock.	-	-	-	N/A	8.3%	📈	This is one of the new indicators included in the Scottish Social Housing Charter and measures the number of normal lettable self-contained dwellings that became empty during the last reporting year, e.g. the number of tenancies that have ended or that have been repossessed during the reporting year as a percentage of self	Cheryl Bowden; Jennifer Queripel

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Code	Description	2010/11	2011/12	2012/13	2013/14	2013/14		Latest Note	Lead
		Value	Value	Value	Target	Value	Status		
								contained lettable stock.	
HMO HBM 018	The percentage of Councillor Enquiries that were responded to within the timescale allocated to them	-	93.02%	92.44%	96%	97.06%	✅	The service received 99 Councillor enquiries in the year. Performance has improved from the previous year with over 97% responded to within timescale.	Murray Sharp
HMO HBM 019	The percentage of all formal complaints received that were responded to within timescale	-	68%	79%	90%	90%	✅	Sustained improvement again has been demonstrated in meeting the requirements for complaint handling by the service and each compliant is now tracked at the weekly management meeting.	Murray Sharp
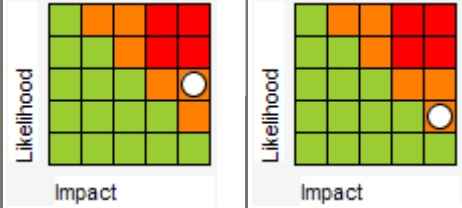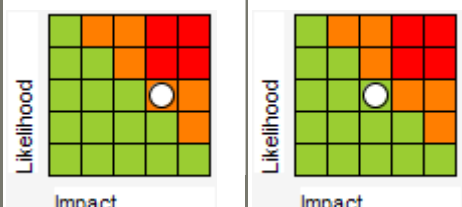
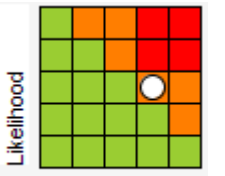| Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HCS SBP 004	Explore opportunities with incumbent Council suppliers for a Housing Business Management System.	31-Mar-2014	100%	✔	Specific system enhancements have been approved following business cases submission to Head of Service. Lead officers and task groups have been established to take forward system developments on key service areas.	Jennifer Queripel
HCS SBP 006	Implement measures within the Housing and Community Safety Service that monitors equality of opportunity among staff and equality impact assessments on all new and revised policies and procedures.	31-Mar-2014	100%	✔	Equality Impact Assessment are carried out on all new policies and procedures. Current approach is that staff who deliver the business are central to the redesign of processes to deliver improvements. Service training plan has been produced based on Learning and Development needs identified at PRDs, specific areas of training involve staff in design and delivery to fit work based needs. All staff have been encouraged to complete staff survey. Full staff conference took place place in March with the focus on core values and the potential of individuals to deliver excellent service and achieve our outcomes.	Elaine McCaffery; Jennifer Queripel
HCS SBP 007	Streamline / analyse key service processes within Housing and Community Safety Service via customer journey mapping.	31-Mar-2014	100%	✔	Staff in teams are actively involved in reshaping processes to improve the customer journey, specifically from point of application through to offer of secure tenancy. Further focused work to be carried out across the full service once supplier secured through the procurement process, to train staff in Lean Systems approach and redesign of processes from the	Jennifer Queripel

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					customer perspective.	
HCS SBP 008	Review approaches for provision and receipt of information, consultation and engagement between Housing and Community Safety staff.	31-Mar-2014	100%	✓	The Housing and Community Safety Service has now restructured and relocated to Kilncraigs. The Service hosted the launch of a Housing Options Service which reflects a best practice integration of all intake processes. In addition the Service now operates a joint Multi Agency Tasking and Coordination process with Police Scotland, Ochil View HA and Council Education and Social Services. The new Housing and Community Safety Service had a staff Conference in March to reflect the new Service and to agree a vision for the way forward. All Teams will now meet regularly and will be asked to consider further continuous improvement.	Kenny Hutton
HCS SBP 009	Re-positioning of all Housing and Community Safety teams as part of the corporate moves into Kilncraigs.	31-Mar-2014	100%	✓	All Housing Teams now comfortably set up in Kilncraigs and working well in new surroundings.	Murray Sharp
HCS SBP 010	Define the Housing and Community Safety Service resource and structure.	31-Mar-2014	100%	✓	Staff review completed and agreed with trade unions. New structure being implemented with Kilncraigs move.	Kenny Hutton; Jennifer Queripel
HCS SBP 011	Create and implement a Customer Insight Table that identifies all current and potential customer groups.	31-Aug-2013	100%	✓	Individual Team Leaders across Housing and Community Safety, created individual organisational charts incorporating customer and tenant engagement. This has been summarised into a collective document and table which highlights our overall engagement and how this features into service and team reviews.	Kenny Hutton; Jennifer Queripel
HCS SBP 012	Assess and refine public performance reporting approaches in place within Housing and Community Safety.	31-Aug-2013	100%	✓	Performance information for 2012/13 reviewed and benchmarked. Information for customers and tenants placed on Clacksweb. Outline proposals for reporting against the Charter have developed and discussed with tenants and the Federation.	Kenny Hutton; Jennifer Queripel
HCS SBP 013	Measure the corporate comments and complaints procedure for efficiency and effectiveness	31-Aug-2013	100%	✓	Linked to HCS SBP 014. Survey results from corporate comments and complaints will feed into service improvements.	Kenny Hutton; Jennifer Queripel
HCS SBP 014	Establish customer satisfaction with complaints outcome across Housing and Community Safety.	31-Aug-2013	100%	✓	Corporate satisfaction survey adopted by Housing and calls to complainers being made by Business Support. Learning and improving from feedback from complainers is a key a action for the service from the	Jennifer Queripel

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					Scottish Social Housing Charter.	
HCS SBP 015	Establish a baseline customer satisfaction figure for the Housing and Community Safety service.	31-Mar-2014	100%	✓	The full report on the results of the Tenant Satisfaction and Aspiration survey was completed in October 2013. Key improvement actions will be taken forward in the 2014/15 Housing and Community Safety Service Business Plan.	Jennifer Queripel
HCS SBP 017	Implement adequate monitoring arrangements of the Housing Revenue Account Financial Business Plan 2013-18.	31-Jan-2014	100%	✓	Monitoring arrangements of the Housing Revenue Account were discussed and agreed with the Tenants Federation on 6th February. Work with the Federation has already begun on meeting the guidance requirements on the operation of HRA's in Scotland.	Kenny Hutton
HCS SBP 018	Review tenant rent levels for different types and sizes of properties, in partnership with Revenues Services.	31-Jan-2014	100%	✓	Research and options presented to all members on 26th August. Members have commented that this is not the appropriate time to put the options to the tenant base.	Kenny Hutton
HCS SBP 020	Implement Annual Governance Statement Improvement Plan	30-Sep-2013	100%	✓	Annual Governance Statement Action Plan presented at Housing, Health and Care Committee in August 2013. Specific actions have been assigned to lead officers for implementation.	Kenny Hutton; Jennifer Queripel
HCS SBP 021	Implement staff training plan	31-Dec-2013	100%	✓	Service training plan has been developed to include individual learning and development needs identified at PRDs and service wide training requirements. The training plan has been finalised and has now been implemented.	Kenny Hutton; Jennifer Queripel
HCS SBP 024	Review all health and safety risk assessments for all staff and teams	02-Dec-2013	100%	✓	The full suite of health and safety risk assessments have been reviewed and all staff have read, agreed and signed them.	Kenny Hutton; Jennifer Queripel
HCS SBP 025	Open Housing Options shop.	10-Mar-2014	100%	✓	Housing Options Shop is now open.	Jennifer Queripel
HCS SBP 026	Review business processes and map customer journey with supplier once agreed procurement route for HBMS is established.	31-Mar-2014	100%	✓	Procurement process now underway for supplier to train staff in Lean Systems Approach, to redesign processes in line with enhancements to current IT systems, to deliver improvements and efficiencies.	Jennifer Queripel
HMO HBM 002	Complete the HRA Financial Business Plan review and prepare report for Council approval.	30-Jun-2013	100%	✓	The HRA Financial Business Plan, including all recommendations, was agreed by Council on 27th June 2013.	Jennifer Queripel

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Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
HMO HBM 003	Roll out the Customer Satisfaction Measurement Toolkit throughout Housing and Community Safety.	31-Mar-2014	100%	✔	A number of satisfaction surveys are now in place across the Housing Service. Although not all of these are in the format of CSMT, they meet the needs of the individual service areas.	Jennifer Queripel
RGN HAS 005	Implement business case for fifty additional homeless units (off-the-shelf)	31-Mar-2014	100%	✔	Capital bid approved for 17 additional units in Alva to match fund Government allocation of £782 under the Town Centre Housing Fund. A CPO Hearing date is set for 30th April 2014. Meanwhile the Council in anticipation continue to progress plans for demolition and Design Build of the project. Feasibility Studies are nearing completion for 2 potential additional projects in Alloa should finance be made available. This will complement the acquisition of 20 further dispersed lets acquired off the shelf in 2013/14.	Kenny Hutton
RGN HDR 003	Develop clear systems for delivering and recharging for Factoring Services in mixed-tenure estates, as defined in the Statement of Services.	31-Mar-2014	75%	✔	Block information now complete and process charts also now complete.	Kenny Hutton
RGN HDR 004	Complete review of voluntary sector engagement and monitoring arrangements	31-Dec-2013	100%	✔	Review complete and confirmation to Service Committee that all projects now have SLA's in place. Training carried out for Monitoring officers with further training planned. Central evaluation of voluntary organisations conducted with outcome taken as part of wider 14/15 budget setting process.	Kenny Hutton

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ID & Title	HCS SRR 001 Staff Health and Safety	Approach	Treat	Status	⚠️	Managed By	Ahsan Khan	Current Rating	15	Target Rating	10
Description	Location and safety of lone workers is not accounted for										
Potential Effect											
Related Actions					Internal Controls						
Latest Note	Health & Safety Risk Assessments carried out for all staff and regular item on Team Meeting agendas.										

ID & Title	STC HSG 001 Governance	Approach	Treat	Status	⚠️	Managed By	Ahsan Khan	Current Rating	12	Target Rating	9
Description	Governance arrangements are not fit for purpose										
Potential Effect	Risk of overspend through lack of regular budget monitoring and scrutiny. Governance Structure for delivering housing priorities is not fit for purpose. HBMS Programme fails to deliver expected outputs and cost reductions. Performance Framework is not fit for purpose. The Council's policies, procedures and strategies are not adhered to, i.e. Contract Standing Orders and Financial Regulations.										
Related Actions					Internal Controls						
Latest Note	HRA Board, Annual Governance Framework and Improvement Plan, Budget Challenge, monthly Budget meetings, HBMS Project Board, Policy Review Framework, Performance Management Framework.										

ID & Title	STC HSG 004 Customer Service	Approach	Treat	Status	⚠️	Managed By	Ahsan Khan	Current Rating	12	Target Rating	8
Description	Strategic risk - Lack of customer understanding										
Potential Effect	Service doesn't assess and prioritise service delivery according to customer needs: Service does not meet statutory responsibilities. Political backlash. Reduced customer satisfaction										
Related Actions					Internal Controls						
Latest Note	Implement CSE action plan, implement the Customer Satisfaction Measurement Toolkit.										

ID & Title	STC HSG 005 Staff Management	Approach	Treat	Status	⚠️	Managed By	Ahsan Khan	Current Rating	12	Target Rating	

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Description	Increased commitments and demands upon staff									
Potential Effect	Increase in absence Poor morale Lower performance									
Related Actions				**Internal Controls**						
Latest Note	Structure review nearing completion. Discussions with staff and trade union ongoing.									

ID & Title	STC HSG 011	Do not fully explore the ALEO / SLAs assessment processes	**Approach**	Treat	**Status**	✓	**Managed By**	Ahsan Khan	**Current Rating**	9	**Target Rating**	3
Description	Arms-length organisations / service-level agreements processes											
Potential Effect	1. Do not comply with corporate procurement policy 2. Council open to litigation/challenge over decisions 3. Do not conduct appropriate and regular performance monitoring of providers. 4. Increased costs											
Related Actions						**Internal Controls**						
Latest Note	Complete review of voluntary sector engagement and monitoring and contracting arrangements.											

ID & Title	STC HSG 003 Business Planning		**Approach**	Treat	**Status**	✓	**Managed By**	Ahsan Khan	**Current Rating**	8	**Target Rating**	
Description	Priorities are not defined or addressed											
Potential Effect	Consequences are: a) our strategic plans must reflect local and national priorities b) inability to meet the priority needs of the local population											
Related Actions						**Internal Controls**						
Latest Note	Clackmannanshire Housing Strategy approved at Council which establishes priorities for Service planning purposes.											

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Community Safety Strategy 2014-17

1. Introduction and Context

1.1. *"The Scottish Government believes that everyone has the right to be safe and feel safe in their communities. That is why we are committed to creating and supporting safer and stronger communities - where we live, work and play - in which we all take responsibility for our actions and how they affect others."*[1]

1.2. Through the Clackmannanshire Alliance, the local authority and its partners will work to improve and promote community safety across the region by focusing on a range of issues - from reducing antisocial behaviour and violence to promoting more positive behaviour, including minimising accidents in the home. It is also recognised that community safety is a key component in achieving many of the outcomes identified in the Clackmannanshire Single Outcome Agreement (SOA) 2013-2023

1.3. The purpose of this document is to summarise the approach to community safety in Clackmannanshire. It does not create new actions or repeat those contained in the plans of the partner agencies. It is for each partner agency to identify and take the actions necessary to achieve the SOA outcomes. Any gaps identified through partnership working will be referred back to the partner agency for action.

1.4. To understand the nature of the community safety issues in Clackmannanshire, and the partners' roles and responses, reference should be made to the following main documents: -

1. Clackmannanshire Single Outcome Agreement 2013-23
2. Clackmannanshire Community Safety Strategic Assessment 2011-14
3. Clackmannanshire Local Policing Plan 2013-14
4. Local Fire & Rescue Plan for Clackmannanshire 2014-2017.
5. NHS Forth Valley Strategic Plan
6. Sexual Health and Blood Borne Virus Framework (2011-2015)
7. Clackmannanshire Council Service Plans.

1.5. All Council service business plans from 2014 will contain a commitment to making the necessary resources available to improve community safety working through the Local Community Planning Group.

2. Community Safety Partnership Structure

2.1. In September 2013 the Clackmannanshire Alliance created four partnership groups to implement the SOA, under the overall partnership theme of Community Wellbeing. The **Local Community Planning Partnership**

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[1] http://www.scotland.gov.uk/Topics/Justice/public-safety/17141

Group was established around the sense of 'place'. The remit of the group has a broad focus on the following themes;

- Community Safety;

- Community Resilience;

- Community Enhancements and Environmental Improvements;

- Community Capacity Building and Local Community Action Plans.

2.2. The work of the previous Community Safety Partnership was therefore subsumed into this Local Community Planning Group. It is accountable to the Clackmannanshire Alliance through the Well-being Partnership Group. The structure is illustrated below.

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                    ┌─────────────────────┐
                    │  Clackmannanshire   │
                    │      Alliance       │
                    └─────────────────────┘
          ┌──────────────────────┐
          │  Clackmannanshire    │
          │  Executive Group     │
          └──────────────────────┘
    ┌──────────────────────┐        ┌──────────────────────┐
    │  Community well-     │        │  Business Jobs and   │
    │  being Partnership   │        │  Skills Partnership  │
    └──────────────────────┘        └──────────────────────┘
┌──────────────┐  ┌──────────────┐  ┌──────────────────────┐
│Local Community│ │Young Persons │  │ Local Employability  │
│Planning Group │ │Journey Group │  │    Partnership       │
└──────────────┘  └──────────────┘  └──────────────────────┘
┌──────────────┐  ┌──────────────┐
│ Working Age  │  │Older Persons │
│Journey Group │  │Journey Group │
└──────────────┘  └──────────────┘
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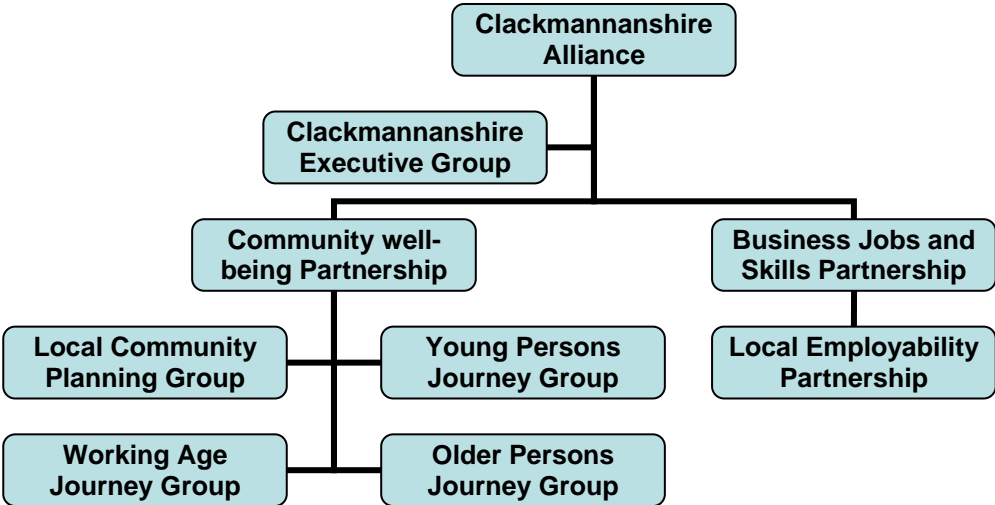
2.3. The Local Community Planning Partnership Group is jointly led by Police Scotland's Chief Inspector Area Commander for Clackmannanshire and Clackmannanshire Council's Head of Housing & Community Safety. Members of the partnership are drawn from Council services, the Scottish Fire and Rescue Service, Police Scotland, the NHS, and the voluntary sector.

2.4. The Group members wish to focus on practical measures to make our communities safer. Every partner agency commits to sending to meetings representatives with the authority required to make community safety happen.

2.5. All partners recognise that community safety requires leadership and action to support strategies. The aim is to ensure that offenders are properly targeted, victims are supported effectively, local public spaces are safe, domestic violence is eliminated, fire safety promoted, accidental injuries (including vehicle related) minimised, and that all operational partners on the ground are working together. Prevention and early intervention will be at the heart of approaches to tackle causes and not just deal with symptoms.

2.6. The Local Community Planning Partnership prepares an annual delivery plan. The Delivery Plan for 2014/15 was approved by Clackmannanshire Council's Resources & Audit Sub-committee in February 2014. This Delivery Plan sets

out the actions required to improve community safety in support of the SOA, and based on three main strategic documents; the SOA, the Local Policing Plan and the Local Fire Plan.

2.7.   The Local Community Planning Partnership Group has created a number of tasking groups to support the Delivery Plan. These groups are shown below.

```
              ┌─────────────────────┐
              │  Local Community    │
              │     Planning        │
              │ Partnership Group   │
              └─────────────────────┘
                         │
        ┌────────────────┼────────────────┐
┌───────────────┐ ┌───────────────┐ ┌───────────────┐
│    MATAC      │ │Violence Against│ │Alcohol and Drugs│
│(Multi-Agency  │ │Women Partnership│ │  Partnership  │
│ Tactical and  │ │               │ │               │
│ Coordinating  │ │               │ │               │
│   Group).     │ │               │ │               │
└───────────────┘ └───────────────┘ └───────────────┘
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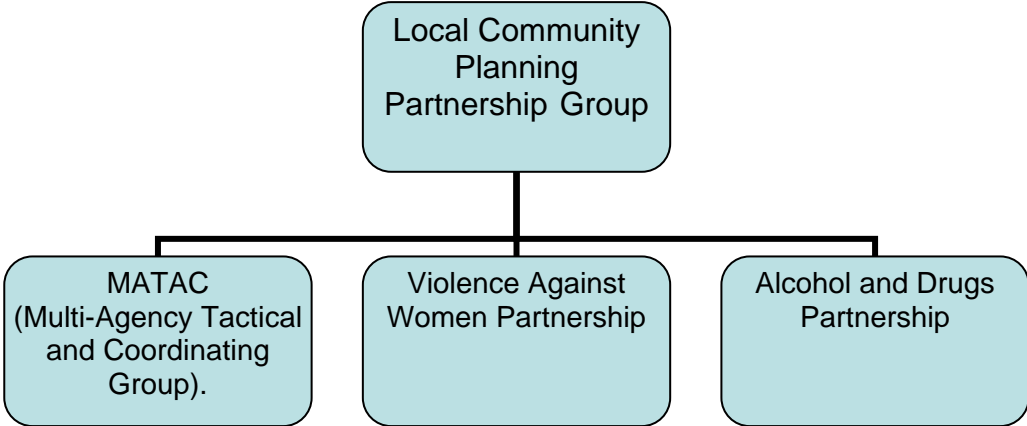
2.8.   A Multi-Agency Tactical and Co-ordinating (MATAC) process is being used to drive the work of the task groups. This process aims to provide and share intelligence on victims, locations and offenders which are cause for concern, and to target effectively the use of resources of all partner agencies.

2.9.   For each action area, a lead is identified with responsibility for implementation. Progress will be considered at each partnership group meeting, and quarterly reports submitted to the Community Wellbeing Partnership Group and thereafter to the Clackmannanshire Alliance. The Resources and Audit Sub-Committee provides the required joined up scrutiny of the performance of the Community Wellbeing Partnership, Police Scotland and the Scottish Fire & Rescue Service.

2.10.   This new framework is aimed at promoting positive outcomes and helping agencies work together more effectively. Prevention, early intervention and effective local actions are central to tackling antisocial behaviour. The positive approaches and new relationships between services and the public, empowering individuals and communities, is further supported by the Council's Making Clackmannanshire Better programme.

2.11.   This strategy will be reviewed every three years.

2.12.   The Local Community Planning 'Place' Delivery Plan for 2014/15 setting out the actions in support of this strategy are attached as appendix 1.

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APPENDIX 1 - Clackmannanshire Local Community Planning 'Place' Delivery Plan 2014/15

ACTION AREAS	KEY PARTNERSHIP PRIORITIES	LEAD/TIMEFRAMES
OUTCOME:	**OUR COMMUNITIES ARE SAFER**	
Enhance partnership governance and collaborative working to ensure delivery of SOA outcomes.	Develop a Community Safety Strategy for Clackmannanshire. Pilot weekly MATAC process - tactical profile supported by the partnership analyst. Conduct self-assessment to ensure drive on continuous improvement. Implement joint training on partnership and collaborative working (MATAC). Review joint resourcing to maximise impact of collective resources including a review of potential opportunities for co-location of key staff.	CHAIRS K HUTTON/INSPMITCHELL CHAIRS K HUTTON/INSPMITCHELL CHAIRS
Take a victim centred approach to protecting the public through early and effective intervention and prevention	Keep people safe on the roads through educational inputs and interventions. Address domestic abuse by supporting victims and families and pursuing offenders. Further reduce the probability of domestic abuse through an early and effective prevention approach Reduce harm caused by activities of serious and organised crime as well as other threats to communities. Improve quality of life by reducing ASB (public and domestic) and tackling violent crime. Keep people safe from fires in their homes through targeted Home Fire Safety Programme and training programme for partners.	G PRYDE/K HILLS G COOK (VAW) / K HILLS G COOK (VAW) / K HILLS C JARVIE/INSP MITCHELL K HUTTON/INSPMITCHELL G PRYDE
OUTCOME/S:	**OUR COMMUNITIES ARE MORE COHESIVE AND INCLUSIVE** **THE ENVIRONMENT IS PROTECTED AND ENHANCED FOR ALL**	
Work in partnership to address Anti-social Behaviour	Ensure weekly ASB trends/hotspot analysis are prepared and shared with partners. Work with Community partners to implement local ASB plans and diversionary activities based on local knowledge/intelligence.	K HUTTON / INSP MITCHELL (MATAC) J BAXTER/BILL MILLER
Work in partnership to ensure a safe environment in Clacks	Work with partners, communities and businesses to implement the Government Counter Terrorism "CONTEST" strategy through identifying and supporting vulnerable people (VPR Process) and business advice. Work with key local businesses to provide advice and support on a range of risk areas - Fire Safety and Crime.	POLICE J BAXTER/G PRYDE/BJSPT
Work in partnership with communities to improve the quality of life for our residents.	Ensure that all communities have community action plans in place which identifies local aspirations and priorities. Ensure that support is in place to build capacity in communities (Asset Based Approaches) Implement a unified community engagement framework document which will be a practical resource for	M HILL(CTSI) C JARVIE J STRAIN NHS (TBC)

4

Appendix

	partners and communities to support planning and delivery of engagement activities. This work should include details of good practice currently in place in Clackmannanshire. Put in place a comprehensive guide - 'What's On' in Clackmannanshire, list of events for 2014 and opportunities for adult learning. Review use of community assets and one-stop shops and facilitate where appropriate community ownership/co-production models of community based service delivery.	
OUTCOME:	**SUBSTANCE MISUSE AND ITS EFFECTS ARE REDUCED** **VULNERABLE PEOPLE AND FAMILIES ARE SUPPORTED**	
Reduce harm caused by Alcohol and drugs in local communities	Work in partnership to deliver the 4 themes in the Alcohol and Drugs Partnership Action Plan: • develop policies and procedures, workforce development and a communications strategy; • develop early years services in relation to substance misuse, pre-birth and early years practice; • develop services for young people and their families.	ALCCOHOL & DRUGS PARTNERSHIP S.. SNEDDON / V CORBETT
Provide support to Vulnerable People and Families	Identify vulnerable people and families and implement timely support interventions including good quality information and advice. Ensure that partner referrals are appropriate through VPR system and information sharing	CHAIRS (MATAC) SOCIAL SERVICES (TBC)

KEY PERFORMANCE MEASURES FOR EACH ACTION AREA ARE BEING DEVELOPED BY PARTNERS AND WILL BE AGREED IN JANUARY 2014.

5

Appendix

CLACKMANNANSHIRE COUNCIL

Report to:	**Housing, Health & Care Committee**

Date of Meeting:	**22 May 2014**

Subject:	**Clackmannanshire Housing Strategy Annual Update**

Report by:	**Head of Housing & Community Safety**

1.0 Purpose

1.1. This report presents the first Annual Update of the Clackmannanshire Housing Strategy 2012 - 2017 (CHS), reviewing key actions and updating on those changes in legislation or priorities which may impact upon the strategy.

2.0 Recommendations

2.1. Committee note the Clackmannanshire Housing Strategy Update 2014 and challenge and comment as appropriate.

3.0 Considerations

3.1. The Clackmannanshire Housing Strategy (CHS) 2012 - 2017 was, after extensive consultation, approved by the Housing, Health and Care Committee on 25 October 2012, following approval of the initial Draft by the Clackmannanshire Alliance on 7th September 2012.

3.2. The CHS was formally assessed in June 2013 and Clackmannanshire Council was commended by the Scottish Government and peer reviewers for the strength of the Strategy. In particular, they commented upon what they regarded as a well written, accessible format, which included strong reference to national housing priorities.

3.3. This annual review of the Strategy is presented alongside our Housing and Community Safety Business Plan update for 2013/14 as a comprehensive assessment of progress to date and to ensure that, between these documents, Members have a clear view of actions and achievements to date. This update has reviewed our actions against our agreed 8 key priorities and aims to ensure that the Strategy is on track and flexible enough to accommodate policy changes or new priorities.

3.4. This year's update (appendix 1) comes as the first review of the 5-year Strategy. Updated and amended actions for 2014/15 will be reflected in the Housing and Community Services business plan for 2014/15.

3.5. The ongoing development and monitoring of the CHS within the Community Planning framework was endorsed by the Community Wellbeing Partnership team on 14 February 2014 and the Business, Skills and Jobs Partnership team on 21 February 2014. This process provides an essential link with the Community Planning framework to ensure that progress for the Strategy continues to remain a part of delivering outcomes for the Single Outcome Agreement.

3.6. The CHS Update acknowledges that we operate in a changing environment which includes not only housing market changes but also changes in housing policy. The update highlights in particular that;

3.6.1. The Scottish Social Housing Charter now sets the Outcomes and Standards that all social housing landlords must meet, setting a clear framework for Regulation.

3.6.2. The review of Section 36b of the Housing (Scotland) Act 1987 now makes it a statutory duty to assess the housing support needs of all households at risk of homelessness, whilst section 36b(4) places a duty on the local authority to ensure the provision of those services assessed as being required.

3.6.3. A new Housing (Scotland) Bill will shortly make a range of changes to housing policy including removal of the Right to Buy, flexibility in determining housing allocation policy and clearer powers to tackle anti social behaviour.

4.0 Summary of Key Actions to Date

4.1. The annual Update at Appendix 1 includes for each of the following 8 priority areas a summary of successes for 2013/14, our remaining actions in progress for the coming year and any new actions not previously included;

4.1.1. Ensuring new housing supply - as reported to Committee on 20th March the Council, through the Strategic Housing Investment Plan, has a programme for delivery of 136 properties over the next 3 years, with 65 built or acquired in 2013-14, and 56 on site. The numbers added this year includes the first Council new build programme for many years, with the completion of 25 units in Tullibody and Alva.

4.1.2. Making best use of existing housing - which centres upon changes to the Allocation Policy approved at Council in June 2013 and the launch in March 2014 of Home@Clacks, our new integrated housing options service.

4.1.3. Tackling and preventing homelessness - in addition to Home@Clacks we have expanded the range of temporary accommodation available to applicants, and each homeless applicant is now entitled to a housing support assessment.

4.1.4. Support for independent living - confirms the joint working underway with social services, health and voluntary sector agencies.

4.1.5. Providing specialist housing - recognises that joint commissioning of specialist services continues, including adaptations and accommodation.

4.1.6. Tackling energy efficiency and fuel poverty - reflects on the work which has improved both social and private sector stock in Clackmannanshire.

4.1.7. Improving neighbourhoods and communities - confirms that tenancy sustainment is a key priority and that joint working with other agencies, including Police Scotland, is key to tackling anti social behaviour.

4.1.8. Providing housing investment - reflects on our continued success in SHQS attainment and confirms some success in delivering new housing.

4.2. Retention of the Customer Service Excellence accreditation (in 2013) reinforces the commitment to high standards to support achievement of these priorities.

5.0   Sustainability Implications

5.1. The Housing Strategy and the actions contained in it is pivotal to improvement and development of housing, across all sectors, in Clackmannanshire. Improving the quality of housing across all tenures, working with partners through the Community Planning framework, improving energy efficiency and providing high quality, affordable energy efficient homes are all central themes within the Strategy.

6.0   Resource Implications

6.1. The proposals contained within the Action Plan for the Clackmannanshire Housing Strategy, including any financial implications, are set out for Council Housing and Community Safety Services within our Business Plan and reported to Housing Health and Care Committee. In addition, the resources applied from the Housing Revenue Account are contained within the HRA Financial Plan, as reported to Special Council in February 2014. Finally, for housing investment, the Affordable Housing Supply budget process was approved at Council in June 2013 as part of the Strategic Housing Investment Plan and was updated for Committee in March 2014.

6.2. 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 ☑

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

Staffing

6.4. There are no direct staffing implications and all are assumed within existing resources.

7.0   Exempt Reports

7.1. Is this report exempt?   Yes ☐ (please detail the reasons for exemption below)   No ☑

8.0 Declarations

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

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

The area has a positive image and attracts people and businesses	☑
Our communities are more cohesive and inclusive	☑
People are better skilled, trained and ready for learning and employment	☐
Our communities are safer	☑
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☑
Health is improving and health inequalities are reducing	☑
The environment is protected and enhanced for all	☑
The Council is effective, efficient and recognised for excellence	☑

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

9.0 Equalities Impact

9.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☑   No ☐

10.0 Legality

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

11.0 Appendices

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

Appendix 1: Clackmannanshire Housing Strategy - Annual Update 2014

12.0 Background Papers

12.1 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 ☐

Clackmannanshire Housing Strategy 2012 - 17

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Kenny Hutton	Service Manager	2472
Susan White	Team Leader	2421

Approved by

NAME	DESIGNATION	SIGNATURE
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Clackmannanshire Housing Strategy

Annual Update

2014

Our vision for the future

Every household in our area should have access to a good quality and affordable home, with advice and support services that meet their needs.

Our Priorities

- New Housing Supply
- Best use of Existing Housing
- Homelessness
- Support for Independent Living
- Specialist Housing
- Energy Efficiency and Fuel Poverty
- Improving Neighbourhoods and Communities
- Housing Investment

Introduction

The Housing Strategy sets out our strategic housing priorities and the context for delivering the Council's corporate priorities and those of the Scottish Social Housing Charter. The Strategy also links closely to our Community Planning Single Outcome Agreement (SOA) and to the Local Development Plan. Key actions identified to deliver the Housing Strategy's priorities are picked up annually in the Housing and Community Safety Business Plan, and the Alliance's Business, Jobs and Skills and Community Wellbeing Partnership Teams' action/delivery plans.

There are a number of significant developments that have impacted on the Housing Strategy over the past 18 months, not least the ever changing economic climate in which we operate. The Housing Service has responded to these challenges by continuing to develop flexible and responsive services, to improve the quality of services for customers. This has included the opening of a Housing Options Shop, the successful retention of our Customer Service Excellence award and rigorous preparation for our Scottish Social Housing Charter assessment.

At the publication of our Housing Strategy in 2012, the supply of new build private housing locally was stagnant between 2009 - 2012, with new house building levels lower than in any other Scottish local authority area. However, in line with our priority to maximise house construction in the area, new house building has risen since 2012. The past year has also seen increasing numbers of house sales, pointing to a recovering housing market. This is good news for the wider economy and will help to take pressure off the social housing sector to tackle market failure.

Key Developments

There has been a lot of activity since the Strategy was approved in 2012, but there are some key achievements to celebrate:

 • 65 homes for affordable rent were built or acquired in the year. This includes the first new council housing for decades, with 25 new homes in Tullibody and Alva.   We have also led the way for local authorities buying properties from the open market, with 40 units acquired.   A further 56 affordable housing units are on site (28 council owned), and there is funding commitment to provide another136 socially rented homes.   This is a total of 257 additional units.

 • Home@Clacks, our housing options service, was launched in March 2014 from our new offices in Kilncraigs. Everyone in housing need is now provided with advice and information across a range of housing tenures. A 'personal housing plan' geared to their circumstances can also be provided.

 • The Council has approved a revised allocations policy and a common housing register has been introduced, simplifying the process for customers who wish to apply to more than one social housing provider.

 • The Council approved a 5 year Capital Investment Plan as part of the 30 year Housing Revenue Account Business Plan model, which supports the Strategic Housing Investment Plan.

 • The Housing Service retained its Customer Service Excellence award in 2013 as part of the Community & Regulatory Service, achieving 'compliance plus' standard in 8 categories.

 • The Council has a new development partner, Kingdom Housing Association, who will start building in Tullibody this year, with their first development of 27 new affordable homes. It is hoped this will lead to a successful future development programme in Clackmannanshire.

 • We continue to be amongst the leaders in meeting the Scottish Housing Quality Standard, and are on track for 100% compliance by 2015.

 • We have attracted over £4 million in external resources through challenge fund initiatives, including the Town Centre Housing Fund, Empty Homes, Home Energy and Scottish Legal Aid Board.

 • In the year that saw the launch of a statutory duty to assess housing support needs for those at risk of homelessness, our Housing Support Service has once again comfortably passed their inspection by the Care Inspectorate.

The Changing Environment

There are a number of changes underway or proposed which will require a shift in policy or procedure to ensure that the Council is working as effectively as possible:

Scottish Social Housing Charter
Implementation of the Social Housing Charter will improve the quality of the services that social landlords provide to their customers. The actions required to fully implement the Charter are being worked up through the self-assessment process as part of our Annual Return on the Charter. This will be picked up in detail in the Service Business Plan.

Housing Support Regulations
Introduced in June 2013, the review of Section 32b of the Housing (Scotland) Act 1987, places a statutory requirement on the Council to offer every homeless household, or those at risk of

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homelessness, an assessment of their housing support needs. This requirement has increased demand for support services by 63%.

Home Energy

The new Energy Efficiency Standard for Social Housing (EESSH) will take over from the Scottish Housing Quality Standard for rating the energy efficiency of social housing. The Council anticipates to be 65% compliant with the new standard, which is being introduced in 2017.

Recent changes to the Energy Company Obligation mean that less monies will be available from the energy companies for the Council to use to help fund future programmes. We will look to maximise resources and adjust programmes accordingly.

Guidance on the operation of Housing Revenue Accounts

New Guidance requires that Housing Revenue Account (HRA) assets must be used to benefit council tenants. Councils must have clear, published mechanisms and procedures for consulting with tenants on any matters relating to the HRA, and we are discussing the best approach to take in partnership with the Clackmannanshire Tenants and Residents' Federation.

The Housing (Scotland) Bill

The Bill, currently working its way through the parliamentary system, covers a wide range of issues concerning both social and private housing. There are 8 main provisions in the Bill which, if passed, will require a specific policy response from the Council and we will accommodate changes when the position is more definite. The provisions include:

- The abolition of the Right to Buy for all social rented housing tenants. Our Housing Revenue Account Financial Plan already reflects this change.

- Increased flexibility in defining housing need within local housing allocations policies and further powers to recover adapted or specially constructed properties if these are no longer required by current tenants.

- Additional tools to tackle anti-social behaviour and the use of Short Scottish Secure Tenancies.

- Regulation and registration of letting agents and increased powers to deter unregistered landlords, giving the Council more powers to deal with disputes and unregistered operators.

- Further powers to tackle poor private sector house conditions.

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Monitoring

Progress against the Strategy is being monitored through the Council's Covalent performance management system. Actions are being incorporated within the Housing & Community Safety Business Plan to help drive progress which is directly controlled by the Housing Service. For Partner involvement, the Strategy is being monitored by the Community Partnership Alliance groups, to help ensure an integrated approach is developed which will contribute to the priorities in the Single Outcome Agreement, as well as delivery of the Housing Strategy outcomes.

The following pages give a summary of progress against each of the priorities and the previously approved key actions, as well as proposing new actions. The key to the symbols used is shown below.

Key

Action Status	
🟥	Cancelled
🛑	Overdue; No longer assigned
🔺	Unassigned; Not Started; Check Progress
▶	Resuming; In Progress; Assigned
✅	Completed

New Housing Supply

Quality affordable housing is maximised

The Housing Service has adjusted to the changing face of the housing market by expanding the range of housing being provided with subsidy and providing an ongoing active programme of new build and other housing solutions:

- 25 New build Council homes completed in May 2013
- 28 mid-market rent properties due for completion shortly in Coalsnaughton
- 25 interim, homeless accommodation units due for completion in June 2014 in Sauchie
- Tillicoultry Library reconfigured to provide 3 additional council properties
- 20 'off the shelf' purchases for permanent accommodation during 2013/14
- 20 'off the shelf' purchases for temporary accommodation during 2013/14
- a further 136 properties are programmed for the next 3 years

The Council has a new development partner, Kingdom Housing Association, who will be starting on site in 2014 in Tullibody with their first 27 new rented homes.

Successes 2013/14

- Development of the Council's first new build housing in over 30 years, with the completion of 25 new homes

- Supplementary guidance on affordable housing policy has been drawn up with the new Local Development Plan

- £782k town centre funding received from the Scottish Government to redevelop the former Alva Glen Hotel site with new affordable housing

- 28 Mid Market Rent houses in Coalsnaughton, proving to be popular, are due for completion in September 2014 as part of the National Housing Trust project

- A supported housing facility at Hallpark in Sauchie will complete summer 2014

- New RSL development partner approved at Council in December 2013

- A multi disciplinary Housing Delivery Group has been established to plan the housing development programme

- Off the shelf house purchase initiative has added 20 new council properties for rent and 20 for use as homeless temporary accommodation

Key Actions	Progress
Develop a flexible Affordable Housing Policy, including commuted sums, with a settlement focus to maximise developer contributions towards affordable housing	▶
Continue to develop and implement innovative and flexible models for providing cost effective new housing	▶
Maximise the impact of new housing, including affordable housing in areas of demand	▶
Optimise the Council's new build programme	▶
Work with Housing Associations to deliver new affordable housing and maximise funding from all sources	▶
Promote and increase low cost home ownership schemes with public funding or private developer cross subsidy	▶
Promote central development sites, including Council owned, for housing in Alva, Tullibody and Tillicoultry	▶
Introduce incentives where required for tenants to move from larger to smaller properties	▶

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Best Use of Existing Housing

The housing we already have is optimised and effective in providing choice and meeting need.

Changes in the welfare system, including under-occupation charges (the 'bedroom tax'), along with a shift in demographics to smaller households, is making it increasingly important to use the properties we already have in Clackmannanshire to their full potential.

Homes lying empty are a wasted resource, and the Council has been working with owners of empty homes to bring them back into residential use. Over the past year, 14 properties have been brought back into use and almost £48,000 in Council Tax revenue will be generated next year on properties identified to be no longer empty, so not entitled to Council Tax discount.

The new Housing Options approach to helping customers find suitable housing has been launched to help match customers with vacancies. Improving access to private renting is an important part of housing options, and work is progressing to deliver a rent bond guarantee scheme to help with this. It is no longer financially viable, however, for the Council to lease properties from private landlords and this has been removed from the key actions below.

Successes 2013/14

- Launch of 'Clacks Home Finder' - an online information service for private landlords and prospective tenants ✔

- The launch of a Housing Options Shop, and introduction of Personal Housing Plans for customers ✔

- Successful implementation of a new system for Personal Housing Plans ✔

- Completed a review of the Housing Allocations Policy ✔

- Empty Homes Officer successfully brought 14 empty properties back into use, and increased Council Tax income ✔

- Continuing to successfully engage with private landlords, through training and regular forums ✔

- 96% of social housing stock met SHQS in March 2014 ✔

- Look at options to better match social sector property sizes to demand ✔

Key Actions	Progress
Introduce a Housing Options Service	✔
Review the allocations policy, considering downsizing, mutual exchange and choice based lettings.	✔
Maintain a programme to bring private sector empty homes back into use	▶
Maintain a programme to purchase existing housing for social stock	▶

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Consider options to better match social sector property sizes to demand	▶
Work with private landlords to maximise the number of private lets available for households in need, including deposit guarantees	▶
Improve quality across the private rented sector, encouraging training and accreditation	▶

Homelessness

Homelessness is reduced and homeless and potentially homeless households have access to effective and appropriate housing options

The Council continues to improve service quality and reduce costs associated with homelessness, such as bed & breakfast, through buying properties on the open market, converting low demand flatted properties and development of purpose built interim accommodation.

The biggest challenge for the homeless service continues to be finding accommodation for young, single households. Although presentations reduced from 2012 to 2013, this group still account for around two thirds of all homeless applicants. The changes to benefit awards for single people under 35 has restricted payments to a single room rate and the housing option is basically restricted to scarce, one bedroom properties, resulting in increased time spent in temporary accommodation. Our focus is to deliver as many one bed units as practicable.

Important improvements are also being made in the following section on support.

Successes 2013/14

- Housing Options approach now incorporates homelessness prevention and tenancy sustainment.

- The supply of temporary and interim accommodation has been increased through new build and off the shelf purchase.

- The use of B & B reduced by 38% since November 2013 and further planned completions of additional accommodation is intended to continue this trend.

- Implementation of Mental Health and Housing clinics.

Key Actions	
Develop homelessness prevention activities, such as mediation, debt counselling and assessment of support needs.	▶
Continue our commitment to deliver new models of supported accommodation for young people and single people, including shared tenancies and concierge support.	▶
Increase the supply of temporary and interim accommodation through newbuild, purchasing 'off the shelf', private renting and stock conversions.	▶
Implement a plan for the reduction of B & B use	▶
Deliver a detailed Homelessness Action Plan with Partners	▶

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Support for Independent Living

Those requiring assistance to live independently at home have access to effective housing support

New legislation means that every member of a homeless or potentially homeless household is entitled to an assessment of their housing support needs. This could include help to develop budget, cooking and other life skills required to sustain a tenancy. Non-homeless households where a need has been identified will also be referred to the Housing Support team.

Significant assistance is being given to the community to help maximise household income to help counteract the impact of Welfare Reform.

We are working with the voluntary sector, and as part of the Reshaping Care Change Fund, to deliver a handyman and befriending service for older and disabled households in the private sector and expect to have a service in place this year.

Successes 2013/14

- Improved housing support and homeless referral systems in place ✔

- A 65% increase in the number of referrals made to the housing support team by March 2014 ✔

- Improved joint working between the housing support team and third sector support groups ✔

- Improved joint working between housing support and throughcare and aftercare teams to consider the long term needs of young people leaving care ✔

- £170k funding received from the Scottish Legal Aid Board to provide advice to the community and maximise household income through 'Making Advice Work' ✔

- New Tenancy Sustainment Strategy in place to identify new tenants who may be at risk of failing in their tenancy, to offer early intervention ✔

- Intensive tenancy management plans in place, detailing the nature of measures in place and the frequency of visits to monitor the situation ✔

- Training complete for 51 staff on raising awareness of service-users with drug and alcohol issues ✔

Key Actions	Progress
Improved referral processes and information sharing between services	✅
Improve joint working for young people leaving care, for example: improved referral processes, risk assessments and information sharing	▶
Identify people at risk of tenancy failure and put in place support packages	▶
Launch a redesigned Supported Owners service	▶

Specialist Housing

People have access to specialist or adapted accommodation where there is an assessed need.

The context for the adaptations service is changing both at national and local levels and this has meant that the adaptations review has been delayed. Delivering an improved and streamlined adaptations service, across all tenures, will be a priority for the forthcoming year.

A 'Joint Commissioning Strategy' between Social Services and Health is being finalised, which contains a statement setting out how housing services will add to changing agendas. A short life working group, comprising Housing and Social Services staff, is delivering an action plan to enable better use of council accommodation, through matching individuals to appropriate housing.

A review this year of the Housing Needs and Demand Assessment will incorporate an assessment of particular needs, which will feed into the provision of targeted specialist housing.

Successes 2013/14

- 9 out of the 25 new Council units completed in 2013 were specialist housing

- Gypsy / Traveller needs have been reviewed as part of the Local Development Plan process

- Working group set up to better match specialist council housing to appropriate client

Key Actions	Progress
Review the adaptations service across all tenures	
Deliver specialist housing on all appropriate new housing development	
Keep gypsy/traveller needs under review and develop the policy on small sites through the LDP	
Define the need for specialist housing and agree best way to supply gaps in provision	

Energy Efficiency and Fuel Poverty

Energy efficiency is improved and fuel poverty and carbon emissions are reduced across all tenures

The new Energy Efficiency Standard for Social Housing (EESSH) will be introduced in 2017, in line with requirements set out in the Climate Change (Scotland) Act 2009. The Council's stock is estimated to be around 65% compliant with EESSH, which puts us in a good position to meet the standard by 2020.

The greatest challenge locally is to tackle the increasing numbers of people falling into fuel debt due to changes in local demographics, welfare reform and rising energy prices.

High on our priorities will be to improve the energy efficiency of our 'hard to treat' properties, which are of non-traditional construction, or have solid walls. The cost of providing external wall insulation to these properties is between £7,000 - £17,500 per property and has created challenges on our multi-tenure estates. We may also have to address an issue of 'slumped' cavity wall insulation where this was installed over 20 years ago.

We have had significant success in attracting external funding for energy efficiency programmes in both social and private stock. Recent changes to the Energy Company Obligation mean that less ECO monies will be available for the Council to use to help fund future programmes. We will work with the Scottish Government to maximise resources to help support energy schemes.

Successes 2013/14

- Retrofit programme completed 100 units, with 8 air source heat pumps, 8 solar photo voltaic panels

- Over £300k in individual financial savings achieved for the most vulnerable in the community, according to Energy Savings Trust figures

- Around £11.3 million has been secured for energy efficiency improvements to local homes

- Surgeries have been established at the Mental Health Unit and other community points

- New social housing tenants offered a visit from the Home Energy Team

- Draft Renewable Energy Plan drawn up

- Heat and Fuel Poverty Mapping exercise complete

- UHIS programme 2013/14 is complete

Key Actions	Progress
Implement the Affordable Warmth and Home Energy Action plan	▶
Continue to maximise funding from Government and utility company initiatives to help households improve the energy efficiency of their home	▶
Continue to provide match funding where possible, to maximise income	▶
Maximise funding from energy providers to increase renewable energy across all housing, such as solar panels and air source heat pumps	▶

New Actions
Deliver the new Energy Efficiency Standard for Social Housing by 2020
Approve the Renewable Energy Plan in 2014

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Improving Neighbourhoods and Communities

Organisations and partnerships working with communities will improve the quality of life for all households

Significant partnership work has taken place to help improve local neighbourhoods, through initiatives such as the Making Clackmannanshire Better pilot in Tullibody, and the Asset Based approach in Hawkhill. Working together with partners, including the community and voluntary sectors, is the way forward if neighbourhood improvements are to be realised, and a number of initiatives are underway.

The Council registered as a property factor in November 2012, formalising the role of the Council to carry out maintenance and repairs to flatted properties previously sold through Right to Buy. Procedures are being developed across a number of services to ensure smooth delivery of factoring duties, with owners being charged for works from April 2014.

Successes 2013/14

- Housing Strategy incorporated into Community Planning 'Alliance' framework ✔

- Community Safety Strategy completed via Community Planning Partnership ✔

- Improved Tenancy Management Anti-social Behaviour procedures in place ✔

- Review of CCTV arrangements ✔

- Multi-agency Tasking and Co-ordination group set up between the Council and Police Scotland to reduce the risk from offenders ✔

- New, improved monitoring system for anti social behaviour cases ✔

- Private Housing Sector Section 72 Scheme of Assistance reviewed ✔

Key Actions	Progress
Develop action plans for Alloa, Sauchie and Alva town centres and prioritise areas where housing management initiatives are established	▶
Review the private sector Scheme of Assistance and target resources to tackle Below Tolerable Standard properties and disrepair	▶
Explore the role of the social enterprise approach to improve the look of neighbourhoods and improve employment and skills opportunities	▶
Implement area plans with partners, targeting resources to the Council's priority areas	▶
Enforce responsibilities of tenants and owners	▶
Work with CTSI to consider services that may be better provided by voluntary sector	▶

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Housing Investment

New, improved and innovative funding opportunities will ensure a flow of funds to achieve essential housing priorities

As part of the Council's overall Strategic Housing Investment Plan, the Scottish Government has allocated an Affordable Housing Supply Fund of £3.5 million for 2012/15, £2.199 million for 2015/16 and a provisional allocation of just over £4 million for 2016 to 2019. This is supported by both Housing Revenue Account (HRA) and General Fund (GF) monies, as well as Housing Association resources, to help maximise affordable housing activity.

The Council's General Fund has supported a number of affordable housing developments:
- £2.92 million for 28 mid market rent National Housing Trust units in Coalsnaughton
- conversion of the former library in Tillicoultry to provide 3 affordable units
- £1 million to purchase 20 off the shelf units for homeless accommodation
- £897k for redevelopment of the former Alva Glen Hotel site

The HRA includes £2.195 million in 2013/14, and £2.46 million in 2014/15 to support affordable housing, with £2.63 million earmarked for the following two years. A further £1.5 million is being invested by Kingdom Housing Association, with plans to deliver future developments.

We have attracted over £4 million in external resources through challenge fund initiatives, including the Town Centre Housing Fund, Empty Homes, Home Energy and Scottish Legal Aid Board, and will continue to bid for resources where we can.

Successes 2013/14	
• HRA funding set aside for the next 4 years to provide affordable housing.	✔
• 96% of social stock meets SHQS at 31 March 2014	✔
• £782k secured through town centre funding for former Alva Glen Hotel site	✔
• £2.26 million attracted for Greener Homes development in Alva	✔
• Partnership scheme of 28 mid market rent properties built in Coalsnaughton	✔
• 25 homes completed in 2013 on Council owned land	✔
• 2 previous school sites being developed for affordable housing in 2014	✔
• Income from reduction in Council Tax discount used for off the shelf purchases	✔

Key Actions	Progress
All social housing stock to meet the SHQS by 2015	▶
Maximise the funding for new housing through private sector investment, match funding and bidding for challenge funds	▶
Use Council land and assets to provide additional affordable housing	▶
Use income from reduction in Council Tax discounts to provide additional affordable housing, including bringing empty homes back to use	▶