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**Report to: Resources and Audit Committee**

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**Date of Meeting: 4th December 2014**

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**Subject: Single Outcome Agreement Annual Review 2013/14**

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**Report by: Head of Strategy and Customer Services**

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## **1.0 Purpose**

- 1.1. The purpose of this report is to provide committee with the Single Outcome Agreement annual review for 2013/14. This is the sixth annual review of the Clackmannanshire Single Outcome Agreement and the first relating to the new Single Outcome Agreement for 2013-23. The report measures performance against the Single Outcome Agreement performance framework, provides case studies on partnership work during the year and also provides feedback from community partners (Community Councils and Tenants and Residents Groups) (**Appendix 1**).

## **2.0 Recommendations**

- 2.1. It is recommended that committee note, comment on and challenge the report.

## **3.0 Considerations**

- 3.1. This annual review provides an update on performance across the range of partnership measures in the 2013/14 Single Outcome Agreement for Clackmannanshire. Appendix 1 provides detailed performance information on each outcome along with case studies and community partner (Community Councils and Tenants and Residents Groups) feedback.
- 3.2. In 2013/14 performance across all priority outcomes has been generally positive. Overall, 51% (41) of all indicators have improved over the reporting year and 62% (50) have met or exceeded targets. A further 9% (7) have met targets within the tolerance level. Six indicators (8%) did not achieve the SOA target. Thirty eight new indicators have been introduced under the new SOA 2013-23 and as a result comparable data is not yet available for all indicators as baselines are being established.
- 3.3. Under the outcome 'the area has a positive image and attracts people and businesses' 9 out of 11 indicators achieved or exceeded the target set. Comparable data was not available for 2 indicators. The Business, Jobs and Skills Partnership Team has been established to focus on economy, jobs and

growth. Though we are yet to see some impacts of welfare reforms, the Alliance continues to work in a variety of ways to mitigate its effects on local people and communities. A multi-agency group advises local groups and individuals, as well as the Scottish Government and the Convention of Scottish Local Authorities (CoSLA) on welfare reform issues.

- 3.4. Within the outcome 'our communities are more cohesive and inclusive' 6 out of 8 indicators achieved or exceeded the target set. The Making Clackmannanshire Better programme will focus Council and Alliance efforts towards particular 'Target Operating Models' which include local family and community based services and single keyworkers or points of contact to ensure that the services themselves are more cohesive and inclusive.
- 3.5. Results for the outcome 'people are better skilled, trained and ready for learning and employment' illustrates that 6 out of 10 indicators met or exceeded the set targets. Two indicators fell slightly but remained within tolerance levels and for a further 2 indicators comparable data was not available. Partner work continues between Education Services, Forth Valley College, Clacks Works and Skills Development Scotland to improve educational attainment and positive destinations for young people in Clackmannanshire. The implementation of Curriculum for Excellence and Getting it Right for Every Child continues and the provision of 600 hours of nursery care is being supported by the college providing additional courses in nursery education. The Clacks Works service and the local Business Panel are working to provide apprenticeships and other employability support initiatives.
- 3.6. Under the outcome 'our communities are safer' 5 of the 7 measures have met or exceeded targets. A Local Community Partnership Team has been established with a focus on community safety in Clackmannanshire and the Forth Valley Resilience Partnership develops risk logs and plans and has held 'scenario planning' exercises to test plans for community resilience in emergency situations.
- 3.7. The outcome 'vulnerable people and families are supported' saw 5 out of 10 measures achieved or exceeded. Data was not yet available for three of the measures and one measure was outwith the tolerance target. Partnership teams have focused on a number of key initiatives, including the Early Years Collaborative. The progression of recommendations from the recent inspection of integrated Children's Services, and the integration of Health and Social Care will be key areas of partnership activity in this outcome going forward.
- 3.8. Within 'substance misuse and its effects are reduced' 3 out of the 6 measures achieved or exceeded set targets. For two measures performance has remained below target and one measure is below target but within tolerance. Multi-agency work continues with the Police, NHS, Social Services, Third Sector and through the Alcohol and Drugs partnership team to combat the misuse of alcohol and drugs. This remains a key area for improvement for Alliance partners.
- 3.9. Under 'health is improving and health inequalities reducing' 5 out of 12 measures have met or exceeded targets set. Three measures have not met targets but are within tolerance, 2 have not met targets and are outwith

tolerance and comparable data was not available for 2 of the measures. The 'baby boom' and 'ageing population' remain key considerations for how stretched public service resources can be most efficiently used to ensure that the health needs of all are met. Performance in this area clearly illustrates that this outcome is a key focus for improvement through partner preventative planning.

- 3.10. Under the outcome 'the environment is protected and enhanced for all' 4 out of 8 measures have met or exceeded targets, though comparable data was not available for four measures. The Clackmannanshire Sustainability and Climate Change Strategy involves many partners from the Alliance along with the Scottish Environmental Protection Agency, the Ochils Landscape Partnership and Central Scotland Green network. A refocused strategy will guide activity in this area of work.
- 3.11. Under the outcome 'improved quality of public services' 6 of the 8 measures have met or exceeded targets. One measure was below target and outwith tolerance and another below target but within tolerance. With major changes taking place in our population's demographic make-up, the physical environment and the public sector landscape, improvements and increased collaboration between public, private and third sector organisations is more important than ever before. In Clackmannanshire, work is ongoing to improve the engagement and empowerment of individuals and communities and this will require increased partnership focus moving forward. The development and ongoing work of joint boards for Health & Social Care Integration, Shared Services and other partnerships, as well as Police and Fire reporting to the Council Resources and Audit Committee should improve scrutiny arrangements of community planning activity within Clackmannanshire.
- 3.12. The Annual Review will be published publically following consideration at committee on 4 December and the Clackmannanshire Alliance on 5 December.

### **Conclusion**

- 3.13. In conclusion, performance against the Single Outcome Agreement in 2013/14 has been generally positive.
- 3.14. Business numbers have grown during 2013/14 and visitor numbers and tourism revenue has increased. However, there has been a slight drop in business survival rates, and overall, the local economy, employment and employability remain a key priority for the Alliance's preventative planning.
- 3.15. Improvements have been realised in community cohesiveness with a large rise in residents feeling that Clackmannanshire has a strong sense of community. Despite the bleak economic picture, residents are beginning to feel that Clackmannanshire is starting to benefit from economic revival and the employment rate improved slightly. However, poor performance relative to other council areas for positive destinations and issues with youth employment, which remains significantly below the Scottish average, underline a clear need to refocus effort and resources on interventions and preventative strategies that will make a significant impact.

- 3.16. Improvements have been made in community safety and more prevention and early intervention work is indicating strategies that will enhance support to vulnerable people and families.
- 3.17. Public perception relating to substance misuse remains a concern and health performance has been mixed over the reporting year. Health inequalities in Clackmannanshire remain a deep-seated problem.
- 3.18. The natural environment is very important to residents in Clackmannanshire and residents feel that the quality of public services remain high. Despite an increasingly difficult financial picture, almost all indicators improved and exceeded target levels in this outcome.

#### 4.0 Sustainability Implications

- 4.1. There are no sustainability outcomes arising from this report.

#### 5.0 Resource Implications

##### 5.1. *Financial Details*

- 5.2. There are no financial implications arising from this report.

##### 5.3. *Staffing*

- 5.4. There are no staffing implications arising from this report.

#### 6.0 Exempt Reports

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

#### 7.0 Declarations

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

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

- The area has a positive image and attracts people and businesses
- 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  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 Appendix 1) Single Outcome Agreement Annual Review 13/14 Covalent Report.

### 11.0 Background Papers

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

Yes  (please list the documents below) No

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#### Approved by

NAME	DESIGNATION	SIGNATURE
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**Appendix A**

**Clackmannanshire Single Outcome Agreement**

**2013/14 Annual Review**

## Foreword

This is the sixth annual report on the Clackmannanshire Single Outcome Agreement and the first relating to the Single Outcome Agreement 2013-23. The Agreement sets out the Alliance's vision, priorities and objectives for Clackmannanshire for the next 10 years. By the end of that period our services will be delivered in a much more integrated way and will be designed around customer life stages that deliver positive outcomes to children, adults, older people and communities. Our services will be focused on prevention and early intervention to deliver better opportunities for all and will focus on place with all agencies working collectively with communities.

To achieve our vision the Clackmannanshire Alliance has agreed 9 priority outcome areas for focus over the next 10 years. These are:

- Clackmannanshire has a positive image and attracts business and people
- Our communities are more inclusive and cohesive
- People are better skilled, trained and ready for learning and employment
- Our communities are and feel safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving
- Our environment is protected and enhanced
- Our public services are improving

Within these priority outcome areas, the Clackmannanshire Alliance has identified long term outcomes (10 years), short term outcomes (3 years) and priority action areas (years 1-3).









The 9 priority outcome areas are being driven forward by 2 new Partnership Teams which are:

Business Jobs and Skills Partnership - focusing on Economy, Skills and Growth  
Community Wellbeing Partnership - focusing on Well-being and Early Intervention









This report charts progress in meeting these outcomes during 2013-14. The report measures performance against the SOA performance framework, provides case studies on partnership work during the year and also provides feedback from our community partners (community councils and tenants and residents groups).



## Guidance & Notes

Performance Indicator	The title of the performance indicator (further details on definitions and calculations can be provided on request).
Management Comments	Comments on performance levels in relation to trends, target achievement and benchmarks. Comments should also include information on actions or initiatives taking place that will improve performance further or address poor performance, as well as risk factors that have, or could have, a detrimental impact on performance.
Trend	<p>Whether performance has improved or declined since the previous year (<b>not</b> whether the value has increased or decreased) - <b>ideally we would aim to have an upwards arrow for all indicators</b>. In some areas, such as costs, we want the actual values to go down, but an upwards arrow still indicates that performance has improved.</p> <ul style="list-style-type: none"> <li> Performance has improved since the previous year</li> <li> Performance is consistent with the previous year</li> <li> Performance has declined since the previous year</li> <li> No comparison is possible, normally because some data isn't available.</li> </ul>
Status	<p>Performance in relation to the target, taking into account a specified 'tolerance'. The tolerance level varies but most indicators will be amber if between 5 and 15% worse than target, and red if more than 15% worse. This ensures that only areas requiring attention are highlighted as red or amber, while those close to target (maybe only 0.1% below) remain green.</p> <ul style="list-style-type: none"> <li> Performance is close to the target, or the target has been met or exceeded</li> <li> Performance is worse than the target but within tolerance (see above)</li> <li> Performance is worse than the target and outwith tolerance (see above)</li> <li> A target has not been set or entered onto Covalent</li> </ul>
Value	The result achieved by Clackmannanshire Council in the time period shown.
Target	The target set by the relevant partner organisation (or the Alliance as a whole) for the time period shown.
Financial & Calendar Years	Most indicators contain data for the financial years 2011/12, 2012/13 and 2013/14. When data is only gathered for calendar years, this is stated in the 'Performance Indicator' column and the data shown is for the calendar years 2011, 2012 and 2013.

## Summary Analysis

Priority Outcome	Trend Summary				Status (Target) Summary				Total Indicators
									
1. The area has a positive image and attracts people and businesses	6	1	2	2	9			2	11
2. Our communities are more cohesive and inclusive	5		2	1	6			2	8
3. People are better skilled, trained and ready for learning and employment	3	2	3	2	6	2		2	10
4. Our communities are safer	4	1	1	1	5			2	7
5. Vulnerable people and families are supported	4		2	4	5		1	4	10
6. Substance misuse and its effects are reduced	5	1			3	1	2		6
7. Health is improving and health inequalities are reducing	3	1	6	2	5	3	2	2	12
8. The environment is protected and enhanced for all	4			4	4			4	8
9. Our public services are improving	7	1			6	1	1		8
<b>Overall</b>	<b>41</b> <b>51%</b>	<b>7</b> <b>9%</b>	<b>16</b> <b>20%</b>	<b>16</b> <b>20%</b>	<b>50</b> <b>62%</b>	<b>7</b> <b>9%</b>	<b>6</b> <b>8%</b>	<b>17</b> <b>21%</b>	<b>80</b> <b>100%</b>

## 1. The area has a positive image and attracts people and businesses

Performance Indicator	2013/14					2012/13		2011/12	
	Management Comment	Trend	Status	Value	Target	Value	Target	Value	Target
Businesses receiving business advice / support	This is a new indicator in the SOA.			331					
Total business stock numbers	Business stock numbers have grown by 7% over the last year.			1,265	1,200	1,180			
Number of existing businesses with more than fifty employees	The number of larger employers has grown over the reporting year.			45	42	40			
Number of social enterprises	We have seen an increase in the number of social enterprises based in Clackmannanshire.			20	18	15			
Proportion of vacant commercial property	No data is yet available for this indicator.								
Annual visitors to Clackmannanshire (thousands)	There has been a small increase in the number of people visiting Clackmannanshire			111.6	110	108.4			
Residents who rate their neighbourhood as a good place to live	Although slightly down on last year, this indicator is still within target.			89%	91%	90%	91%	89%	91%
Residents who feel Clackmannanshire is a benefitting from economic revival	There has been a small increase in the percentage of people feeling more optimistic about economic revival.			35%	33%	31%	30%	29%	
Business births	There were 135 new businesses registered during the year which is the same as 2012/13.			135	105	135	105	115	105
Business survival rate	Business survival rate has dropped slightly during the reporting year. This is lower than the Scottish Average of 94%			89%	92%	91%	92%	91%	
Tourism revenue (£millions)	Income from tourism has grown slightly during 2013/14.			£16.11	£16.10	£16.09	£15.55	£15.54	£14.57

## Partnership Comment

We have seen improvement in the majority of our indicators. Business stock numbers have increased and there has been a rise in the number of social enterprises operating in Clackmannanshire. Encouragingly, there has been a slight rise in the number of people who feel that Clackmannanshire is starting to benefit from economic revival. The number of annual visitors to Clackmannanshire has increased with a knock-on rise in Tourism Revenue.

There have been slight dips in performance on business survival rates and residents who rate their neighbourhoods as a good place to stay.

The Business, Jobs and Skills Partnership Team have been exploring ways of attracting people and businesses into Clackmannanshire e.g. strengthening links between economic development and house builders and consulting through the Clacks 1000 Citizen Panel on matters relating to improving tourism.

## Community Comment

Communities are aware of local investments and that there has been some growth. They feel that Alloa does not have a sufficiently positive image but it has benefited from the street events organised in the town centre. It has to compete unrealistically with bigger centres such as Falkirk and Stirling and with retail parks which are generally taking businesses away from town centres. Community partners feel that the prosperity of our smaller towns remain fragile. If there is no reason to drive through them, it is difficult for them to attract business from passing trade.

## Case Studies

### Clackmannanshire Apprenticeship Initiative

Partners: Clackmannanshire Council, Skills Development Scotland, Local Employers

The Clackmannanshire Apprenticeship Initiative is the result of a private and public sector pledge to generate funding to support the wage costs of additional apprenticeships locally. It helps our local 16 - 24 year olds find

jobs with local employers. Building on the success of previous years, Partners created 28 additional apprenticeship places locally in 2013-14. Around half the apprentices recruited have been taken on by companies who have never had an apprentice before.

Clackmannanshire-based businesses in the private sector have been able to create apprenticeships in Administration, Carpentry & Joinery, Childcare, Electrical Installation, Food Manufacture, Hairdressing, Hospitality, Motor Vehicle, Professional Cookery and IT as a result of the financial support offered through the initiative which is £50 per week for up to 2 years towards the wage costs of each new apprentice. In addition, the costs of vocational training for these apprentices are covered by SDS.

The private sector championed this initiative and got early buy-in from our local business community from the outset. Tom Baxter, proprietor of Baxter's Family Restaurant said: "What made it viable for us to employ our Apprentice and to help her develop the skills she needed was the financial support we got from the Clackmannanshire Apprenticeship Initiative. It made a huge difference."

### SPAR Case Study

Partners: Clackmannanshire Council, Business Sector, DWP

When Pete Cheema decided to open a new SPAR Store in Alloa he turned to Clackmannanshire Works for support. The Clackmannanshire Works Adviser put together a complete package of support to help with recruitment and marketing of the new venture. DWP, through its local Jobcentre Plus Office, was part of the package of support. It helped to make sure a wide pool of candidates could apply for the new jobs Mr Cheema's venture would create.

As well as marketing expertise, the package of support which Alliance Partners provided comprised help to advertise the posts, help to prepare local candidates for the recruitment process and funding for training for the staff once they were recruited. Mr. Cheema says of the results: "All in all it's been a great effort from the Clackmannanshire Works team and their partners from the DWP. The recruitment went really well, the support to link into local business networks such as Business Gateway and get press coverage has been a big help to get the business off to a good start."

## 2. Our communities are more cohesive and inclusive

Performance Indicator	2013/14					2012/13		2011/12	
	Management Comment	Trend	Status	Value	Target	Value	Target	Value	Target
Average weekly wage	The average weekly wage has increased by £15 over the reporting year. This however remains lower than the Scottish Average of £508.	↑	✓	£474	£470	£459			
Number employed in Clackmannanshire third sector	This is a new indicator in the SOA review.	?	?	108					
Number of active community groups in Clackmannanshire	The number of active community groups has increased slightly over the reporting year	↑	✓	202	200	196			
Residents who feel Clackmannanshire has a strong sense of community	This indicator improved significantly over the reporting year.	↑	✓	70%	65%	54%	35%	47%	35%
Residents who have a 'very good' or 'good' quality of life	Only a marginal decline recorded since question was introduced in 2012/13, still a positive result above target.	↓	✓	87%	80%	88%	80%		
Residents who have participated in community groups	The percentage of residents participating in voluntary groups has increased significantly.	↑	✓	50%	30%	17%			
Residents who volunteer	Volunteering by Clackmannanshire residents has increased.	↑	✓	32%	30%	23%			
Proportion of Clacks Works European Structural Funds Programme customers seeking support with progressing into work who enter into employment (Ends December 2014)	This indicator has remained consistent over the past 3 years.	↓	✓	37%	35%	38%	35%	35%	35%

## Partnership Comment

We have seen positive performance under this priority outcome with the majority of indicators improving and targets being met. 70% of residents feel that Clackmannanshire has a strong sense of community and this has increased significantly on previous years.

The Local Community Partnership Team has a focus on 'place' and partners are working on improving community cohesiveness and inclusiveness. Examples of partnership work include, community enhancements, environmental improvements, encouraging community volunteering, supporting the development of community action plans and ongoing efforts to unifying partner community engagement through, for example, the pilot in Tullibody.

## Community Comment

Community partners on the Alliance believe they are better noticed than communities in other community planning partnership areas and are of the opinion that Clackmannanshire's communities are consulted while communities in other areas are less so.

Some groups continue to thrive here and community partners are aware of new community organisations setting up. With regard to people engaging with consultation or within their area, there is a sense that new ways to engage need to be explored.

## Case Study

Partners: Third Sector Forum, CTSI, Clackmannanshire Council, NHS Forth Valley

### Clackmannanshire Community Transport Forum

Already conscious that introducing a Community Transport system to Clackmannanshire would improve the quality of life of some isolated residents, when our Third Sector Forum heard that the public bus service between Clackmannanshire and Forth Valley Royal Hospital in Larbert was under review, they set up a working group with representatives from Clackmannanshire Third Sector Interface, Clackmannanshire Council and NHS Forth Valley to look at what our communities could do.

The working group carried out research into the community's needs. This suggested that a community transport system could enhance provision, particularly for more rural communities and other groups, particularly the elderly and families who may not have access to private transport

The Forum secured funding to carry out a feasibility study which, through participative methods involving local residents, Third Sector organisations, NHS Forth Valley, Clackmannanshire Council, Police Scotland and private hire/taxi companies, will highlight the areas of need and determine what opportunities are available. By coming together to tackle a common need, our Third Sector is able to identify ways in which we can best use collective skills and resources.

### 3. People are better skilled, trained and ready for learning & employment

Performance Indicator	2013/14					2012/13		2011/12	
	Management Comment	Trend	Status	Value	Target	Value	Target	Value	Target
College leavers entering positive destinations (June 2013, recalculated in line with school indicator)	Breakdown for 2012/13 is: further/higher Ed 63%, unknown 13%, part time employment 10%, full time employment 8%, unemployed 5%, travel 3%.			Not yet available		81.4%			
Pupils entering positive destinations	Breakdown for 2012/13 is: Higher Ed 29%, Further Ed 26%, Training 7%, Employment 25%, Other/Unknown 3% and NEET (Not in Employment Education or Training) 12%.				95.0%	88.3%	95.0%	87.8%	95.0%
Working age residents with no qualifications	The percentage of residents with no qualifications has increased over the reporting year. This remains higher than the Scottish average of 10.3%			11.8%	10.7%	10.4%	11.6%	15.7%	11.6%
Percentage of 16-24 year-olds in employment in Clackmannanshire (calendar year)	The number of young people in employment has fallen slightly. This remains significantly below the Scottish average of 51.6%			41.1%	44%	43.3%			
Employment rate (working age residents)	Overall employment rate has improved by 3% but remains below the Scottish average of 72%.			67%	65%	64%	67%	66%	77%
Unemployed people assisted into work via Council funded/operated employability programmes	The number increased from 210 (12/13) to 292 (13/14). This was largely due to additional funding being made available for employer recruitment incentives which helped more people into work. The Scottish average is 9.6%			12.7%	9.6%	9.5%			
Job density rate: proportion of the total jobs available to the population (16-64 years) (calendar year)	Job density rate has remained consistent but is below the Scottish average of 0.76%.			0.47	0.48	0.47	0.48	0.48	
Number of Modern Apprentice uptake in Clackmannanshire	There has been a slight decrease in modern apprentice uptake.			22	26	26	26	16	16
Residents who have had a good experience of primary schools in the last year	Satisfaction with Clackmannanshire primary schools remains high. The Scottish average is 83% for primary and secondary schools.			95%	95%	95%	95%	97%	95%
Residents who have had a good experience of secondary schools in the last year	Satisfaction with Clackmannanshire secondary schools remains high. The Scottish average is 83% for primary and secondary schools.			92%	90%	90%	90%	90%	90%

## Partnership Comment

Performance under this outcome is mixed. Our residents rate schools in Clackmannanshire highly and there has been success in assisting unemployed people into work during 2013/14.

However, there has been a slight increase in the percentage of working age residents with no qualifications and a drop in the percentage of young people in employment.

The Business, Jobs and Skills Partnership has been monitoring initiatives to improve skills and increase learning and employment opportunities. These include, creating jobs and getting people into work via Clackmannanshire Works, the Clackmannanshire Apprenticeship Initiative and the Youth Employment Scotland (YES) Fund.

## Community Comment

Community partners believe the schools are performing well. They are aware that academic attainment here is improving. However, they feel opportunities for young people are not good. They are aware of some young people who are unable to find a job despite being qualified or graduates. They believe the link between what local employers want and qualifications available locally needs to be better.

Community partners consider Clacks Works to be a very good service for unemployed people locally. However, they feel the Triage service is not helping unemployed people and may well be setting them back in their search for employability skills and employment.

Third sector organisations provide employability support but this is often dependant on securing funding.

## Case Study

Forth Valley College & Clackmannanshire Council

### School Links

Forth Valley College's school-college partnership provision for senior phase pupils at risk of disengaging from education and entering a negative destination has been very successful in re-engaging this high risk group, enabling them to progress into further study.















In 2013-14, 25 pupils who had disengaged from school participated in the initiative.

This was identified as a need by the Head Teachers in Clackmannanshire's three Academies in conjunction with the College. These "alternative curriculum" courses provide a protected introduction to the college environment and an introduction to some basic vocational skills, as well as developing confidence and personal skills.

The numbers of pupils as a proportion of the school-age population is small, but the impact of the courses is high and is significant in meeting their educational needs and helping them to release their potential as adults.



#### 4. Our communities are safer

Performance Indicator	2013/14					2012/13		2011/12	
	Management Comment	Trend	Status	Value	Target	Value	Target	Value	Target
Residents who state vandalism or graffiti is a dislike about their neighbourhood	This indicator remains consistent with previous years.			19%	20%	19%	20%	18%	20%
Residents satisfied with how local agencies are tackling crime and fear of crime	There has been a significant improvement in perceptions on how crime is being tackled.			56%	45%	34%	45%	47%	45%
Residents who have been fearful of becoming a victim of crime in the last 12 months	Less people are fearful of becoming victims of crime.			22%	25%	33%	25%	30%	25%
Residents who have had a good experience of Police Services in the last year	This indicator has fallen slightly over the reporting year.			75%	76%	80%	76%	80%	76%
Residents who have had a good experience of the Fire Service in the last year	This is a new indicator gathered in our Clacks 1000 citizens panel.			99%					
Residents who have had a good experience of Street Lighting Services in the last year	Street lighting indicators remain high.			87%	86%	86%	86%	86%	86%
Domestic abuse incidents reported to the Police	Target removed and changed to data-only indicator. Previous targets were to increase reporting of incidents, however, as there is no way to differentiate between an increase in actual incidents occurring, this can be used for information only.			731		712		796	



Performance has improved



Performance is consistent



Performance has declined



Close to or above target



Below target, within tolerance



Below target, outwith tolerance



Unknown

## Partnership Comment

Performance under this priority outcome has been generally positive. There has been a significant improvement in satisfaction with how local agencies are tackling crime and fear of crime and less residents were fearful of becoming victims of crime during 2013/14.

The Local Community Partnership Team has a focus on community safety and uses a Multi-Agency Tactical Co-ordination process MATAC, to inform partners of weekly hot-stop issues in terms of offenders, victims, place and particular vulnerabilities. Multi-agency tasking then takes place with partners to ensure early intervention and prevention.

## Community Comment

Community partners have good contact with the Police which helps community representatives understand the real community safety picture, for example, through the opportunity of being present during a patrol with the Anti-social Behaviour Impact Team on a Friday evening. They are aware that the exaggerated fear of crime has little basis in fact and how it is not possible for the Police to be at the scene of every reported incident. Nevertheless, fear of crime remains very real to some members of the community especially elderly residents.

Community partners are aware of lower level vandalism in and around housing estates, for example, by older children of younger children's play parks. They know that this is not necessarily an enforcement issue.

There is an impression that feedback after a crime is reported, response times after a report and quality of response are poor. As well as this, some people are still afraid to report crime because of fear of reprisals, therefore there is merit in initiatives addressing barriers to reporting.

## Case Study

Police Scotland, Scottish Fire & Rescue Service & Clackmannanshire Council.

### Operation Alamo

The Police took a partnership approach to eliminating the dangers of anti-social behaviour associated with Guy Fawkes Night celebrations in Clackmannanshire. They, the Fire & Rescue Service and the Council's Community Wardens were receiving a significant number of calls from the public over concerns about damage to property and life generated by young people letting off fireworks and building unauthorised bonfires.

Operation Alamo taps the totality of community intelligence which the Police, the Scottish Fire & Rescue Service and Clackmannanshire Council's Community Wardens can provide, and facilitates information-sharing on sites where bonfires were being built. Reports from residents and the observations of the Community Wardens during community patrols were passed on as appropriate so that Partners could stop bonfire construction at its early stages and remove the materials to prevent the bonfire being lit, thus reducing the cost to public services of extinguishing dangerous fires, reinstating damaged land and replacing burnt fixtures and property. Partners also worked together to identify and take action against fireworks traders as a deterrent to making illegal sales.

The number of unauthorised bonfires reported to the Fire & Rescue Service went down by a third from the previous year. The prompt removal of a bonfire at the early stages of construction reassured the public and resulted in fewer reports from residents of fear of danger from the effects of an unauthorised bonfire. The number of complaints to the Police about fireworks went down by two thirds from the previous year.

## 5. Vulnerable people and families are supported

Performance Indicator	2013/14					2012/13		2011/12	
	Management Comment	Trend	Status	Value	Target	Value	Target	Value	Target
Number of adults with Adult Support and Protection Orders	Numbers are too small to report on within this report.			1					
Number of children referred to the Children's Reporter	There has been a drop in the number of children referred during this reporting year.			237	300	380			
Residents who have had a good experience of Social Services in the last year	Satisfaction with social services has improved. The Scottish average is 57%.			69%	68%	64%	68%	74%	68%
Percentage of children's referrals to the Children's Reporter for lack of parental care	More children are being referred on the grounds of lack of parental care.			34.6%	20.7%	23.4%			
Children on Child Protection Register	Fewer children were recorded on the Child Protection register during the reporting year.			5.4%	5%	5.8%			
Teenage pregnancy rates (under 18 years of age - 3 year rolling average)	Rates remain fairly consistent for the past 3 years and remains above the Scottish average of 41.5%			42.3	41.0	41.4	42.0	42.8	45.0
Lets to Homeless priority applicants sustained for at least a year	Slight improvement on previous year but just short of target.			86%	87%	85%	90%	90%	90%
People aged 65+ with intensive care needs receiving 10+ hours homecare per week	Balance of care shifting positively as more people supported to remain at home but with increased support. The Scottish average is 34%.					45%	40%	43%	30%
Children who have reached all expected developmental milestones at the time of 27-30 month health review	This is a new indicator being developed through the Early Years Collaborative. No data is currently available (calendar year)								
Children who have reached all expected developmental milestones at the time the child starts primary school									

## Partnership Comment

Performance under this priority outcome is mixed. There has been a drop in the number of children referred to the Children Reporter, however, there has been a rise in the percentage referred due to lack of parental care.

Two of the indicators are still under development through the Early Years Collaborative and will be reported on in future years.

The Community Well-Being Partnership has been formed to focus on 'people' and 'place'. Task groups sitting under this partnership concentrate on supporting vulnerable people through various life stages. The task group are:

- The Local Community Partnership
- The Children and Young Persons Partnership
- The Adult Journey Partnership
- The Reshaping Care for Older People Partnership

## Community Comment

Communities are benefiting from recent preventative interventions such as longer nursery hours and family centre services, and from initiatives to help the most disadvantaged families such as food banks and lunch clubs.

## Case Study

### Corporate Parenting Employment Project (CPEP)

Clackmannanshire Council, Skills Development Scotland, ACE Re-cycling and Job Centre Plus.













By working in partnership with Skills Development Scotland, ACE Re-cycling and Job Centre Plus, Clackmannanshire Council adds greater value to the work it does to meet a statutory duty towards young care-leavers. The Corporate Parenting Employment Project (CPEP) improves the long-term prospects for young care leavers by providing them with opportunities for work experience placements within the Council. Each young person's needs, current skill level and future career goals are assessed on an individual basis to ensure we match them to the placement which is most appropriate to their aspirations.

In 2013-14, 6 young care-leavers who might not normally have engaged well or easily with Skills Development Scotland and Job Centre Plus built their confidence and skills by engaging with the CPEP.

To add value to the work placement, Skills Development Scotland designed and ran a Motivation Workshop which helped increase the young people's confidence and self-belief and prepared them for the world of work. ACE Recycling provided volunteering opportunities and training which prepared young people for the commitment a working environment requires in advance of them joining the CPEP.

Once an appropriate placement was identified for the young care-leaver a Placement Plan, was drawn up with the young person. The Plan agreed beforehand the duties they would undertake. Then the young care-leaver is eased into the placed with a facilitated introduction to the Service and potential colleagues. The needs and aims of the young care-leaver and the placement provider were reviewed as necessary to ensure they remained compatible and mutually beneficial. Should the young care-leaver need to sign on, Job Centre Plus (JCP) had taken steps to improve the ease of the signing-on process for them.

## 6. Substance misuse and its effects are reduced

Performance Indicator	2013/14					2012/13		2011/12	
	Note	Trend	Status	Value	Target	Value	Target	Value	Target
Children's referrals on the grounds of alcohol or drug misuse	This indicator has improved during the reporting year but remains above target and well above the Scottish average of 1.6%			4.5%	4.0%	7.1%	4.0%	5.6%	4.0%
Residents who state alcohol abuse as a dislike about their neighbourhood	Over a quarter of residents state alcohol abuse as a dislike of their area.			27%	20%	27%	20%	27%	20%
Residents who state drug abuse/dealing as a dislike about their neighbourhood	This indicator has improved slightly but remains well above target.			26%	15%	29%	15%	18%	15%
Class A drug supply offences	There were less class A drug offences during the reporting year.			5	6	7	6	7	31
Alcohol-related road collisions	There were significantly fewer alcohol related road collisions during the reporting year.			1	7	8	5	6	7
Alcohol-related driving incidents	There was a reduction in alcohol related driving incident during the reporting year.			39	45	46	55	56	61

## Partnership Comment

Performance under this priority outcome remains an area of continued concern. Whilst fewer children in Clackmannanshire were referred to the Scottish Children's Reporter on the grounds of alcohol or drug misuse, the proportion remains significantly above the Scottish average, providing partners with a focus for reinvigorated preventative initiatives.

Fewer residents stated drug abuse/dealing as a dislike of their neighbourhood but the percentage remains considerably higher than target.

More positively, there have been reductions in Class A drug supply offences, alcohol related road collisions and alcohol related driving incidents

## Community Comment

The community partners see continuing substance misuse problems in families which are still being perpetuated. They are aware of how this limits the opportunities of the children concerned and can damage their health. They are aware that the substance misuse cycle, as with the prison cycle is difficult to break. They feel that substance misuse has increased as the economic situation has deteriorated here.

## Case Study

'Bethany' aged 6 and 'Louise' aged 7 years area affected by parental substance misuse

Bethany and Louise had been living with their maternal grandmother without contact with their mother for about a year due to concerns about their mother's drug use when they were referred to Time 4 Us. Time 4 Us is a voluntary sector-led initiative, working closely with Social Services and other substance misuse support services to provide for the emotional and

care needs of the children and other members of families affected by parental substance misuse.

When the girls' mother contacted her Social Worker to discuss resuming contact, Social Services, Time 4 Us, and the Clackmannanshire Addiction Recovery Service (CARS) with whom the mother was making progress in terms of treatment, worked together to provide an integrated service of support for the family.








Time 4 Us began a personally planned and paced package of care to help the two girls first on a one-to-one basis and then together to understand their situation and come to term with their feelings which ranged from confusion about the reasons they did not see their mother to fear they would be taken away from their grand-mother. The first meetings with the girls were at school. Time 4 Us assessed that their understanding of why they were not living with their mother would be a difficult experience for them, and following agreement with the Social Worker and the grand-mother, agreed that age-appropriate explanation of the effects of drugs and alcohol would be the first step for Bethany and Louise to understand, and a care plan was drawn up accordingly.

The care package was also designed for the needs of the grand-mother, whose concern was to ensure that any intervention did not upset the girls. Time 4 Us took time to talk with their grand-mother. She was involved closely in assessing and supervised the weekly contact the girls had with their mother when they subsequently resumed.

As a result of the multi-agency approach, Bethany and Louise were able to enjoy more family activities. They can now more freely and confidently express and explore their emotions surrounding their nature of their contact with their mother and they now feel more secure about their family situation. Their grand-mother receives ongoing tailored support as a kinship carer.

## 7. Health is improving and health inequalities are reducing

Performance Indicator	2013/14					2012/13		2011/12	
	Management Comment	Trend	Status	Value	Target	Value	Target	Value	Target
Number of still births	Still births increased during the reporting year and remains significantly higher than the Scottish average of 4.7%.	↓	⬇	9%	7.2%	7.9%			
Number of infant mortalities	Infant mortality reduced during the reporting year and is lower than the Scottish average of 3.7%.	↑	✔	1.8%	2.7%	3.2%			
Life expectancy - % gap between most deprived and least deprived areas - male - calendar year	This data is not published on an annual basis by the national records of Scotland and the 2012 value is the most recent.	?	?		4%	4.8%			
Life expectancy - % gap between most deprived and least deprived areas - females - calendar year		?	?		2%	2.5%			
Residents describing their health as 'good' or 'fairly good'	There has been a slight fall in this indicator and it remains below target.	↓	⚠	86%	95%	88%	95%	87%	95%
Residents describing their mental/emotional wellbeing as 'happy' or 'very happy'	There has been a slight drop in this indicator.	↓	✔	81%	80%	85%	80%	85%	80%
Residents who have had a good experience of GP Services in the last year	Satisfaction with GP services remains high.	—	⚠	90%	95%	90%	95%	95%	95%
Residents who have had a good experience of Forth Valley Royal Hospital in the last year	There has been a slight drop in satisfaction with hospital services.	↓	✔	86%	86%	92%	86%	90%	86%
Working age residents receiving Employment Support Allowance or Incapacity Benefit	This indicator remains on target.	↑	✔	8.7%	8.7%	8.8%	9.3%	9.4%	9.2%
Deaths from cancer per 100,000 of the population	There has been a slight increase in cancer rates but this remains lower than the Scottish average of 292.6.	↓	⚠	279.6	262.3	276.1	295.8	281.7	258.9
Deaths from heart disease per 100,000 of the population	There has been an increase in rates of death from heart disease and this remains significantly above the Scottish average of 121.3.	↓	⬇	135.6	125	126.2			
3-5 year-olds registered with an NHS general dentist	Significantly more 3-5 year olds are registered with a dentist and this is well above the Scottish average of 87.4%.	↑	✔	94.3%	88.0%	86.8%	88.0%	87.9%	88.0%

 Performance has improved  
  Performance is consistent  
  Performance has declined  
  Close to or above target  
  Below target, within tolerance  
  Below target, outwith tolerance  
  Unknown

## Partnership Comment

Health indicators show a mixed picture during 2013/14. The percentage of still births has risen slightly, however, during the same period infant mortality rates have improved in Clackmannanshire.

There have been small dips in residents describing their health as good and mental/emotional wellbeing. Death from cancer and heart disease have increased during this reporting year.

The Community Well-Being Partnership Team is focusing on reducing health inequality and improving health for children, adults and older people in Clackmannanshire.

## Community Comment

There is a perception that some well-known health drives are succeeding and people are changing to healthier lifestyles. A good proportion of older people are healthier, active, able and enjoying good life styles in comparison to a generation ago.

The difficulty of getting an appointment with a GP is still an issue for communities. Community partners feel that some people take public health services and their health generally for granted and see evidence that people are continuing to make poor lifestyle choices.

Social isolation is still a problem and increasing because of unemployment, community safety fears and other factors that come with old age such as reluctance to admit the need for help. Public services cannot help the many people who are not known to them. There needs to be better intelligence if public services are going to prevent their opportunities from being limited.

## Case Study

### Gamer-in-residence

Young people between 13 and 16 years of age were the prime beneficiaries of this participatory arts project involving an award winning independent game designer. Artlink Central and the NHS Forth Valley Arts Coordinator managed the project and the work of the gamer, NHS Forth Valley Children's Ward staff provided day-to-day support and input regarding clinical objectives and Serco (the commercial contractor responsible for the hospital's IT network) helped with IT access and networking. It ran for 3 months at the start of 2014 in Forth Valley Royal Hospital.

This project met a need which clinical staff identified to alleviate the sense of physical and psychological isolation felt by children aged 8 - 16 as a result of their medical conditions by providing the distraction of supported play designed to suit the sophisticated play interests of that age group.

The games designer created a template for games into which patients could insert drawings, narratives, new levels of play and then play the game with the gamer or with their siblings or online with other patients. Through the gaming project, a total of 30 patients including mentally ill young people requiring acute care and patients with cystic fibrosis who are cared for in isolation on the ward, some of whom had attempted suicide, serious self harm and had eating disorders, were able to channel their energy, creativity and knowledge into the project, without being embarrassed or self-critical. The project brought high quality and creative one-to-one support to the bedside when many of these patients were too ill to do school work or found it difficult to engage with popular media, their families and network of friends.

The games made during the residency and the software are still available on the ward for the use of patients with and without the support of trained play workers.



## 8. The environment is protected and enhanced for all

Performance Indicator	2013/14					2012/13		2011/12	
	Management Comment	Trend	Status	Value	Target	Value	Target	Value	Target
Residents who have had a good experience of Street Cleaning Services in the last year	This indicator has improved significantly over the reporting year and remains similar to the Scottish average of 75%..	↑	✓	74%	75%	65%	75%	64%	75%
Residents who have had a good experience of Refuse Collection/Recycling Services in the last year	Satisfaction with refuse collection/recycling remains high and is significantly better than the Scottish average of 83%.	↑	✓	96%	90%	93%	90%	90%	90%
Local residents who feel Clackmannanshire is a benefitting from a better physical environment	There has been a significant improvement in this indicator during the reporting year.	↑	✓	75%	39%	38%		29%	
Residents who know about climate change	New indicator. Baseline now established.	?	?	62%					
Residents who know about sustainability	New indicator. Baseline now established.	?	?	44%					
Residents who know about biodiversity	New indicator. Baseline now established.	?	?	39%					
Street cleanliness score (% 'acceptable')	This is a new indicator and method of recoding street cleanliness, less frequent but more extensive survey of street cleanliness should be more representative of performance. This baseline shows a small reduction in performance from previous year.	?	?		95.8%	93.6%		95.2%	
Household waste composted or recycled	Continued upward increase in recycling rate, national target and more challenging local target achieved. After 2012/13 this indicator is calculated for calendar year as per European reporting requirements. The Scottish average is 41.7%	↑	✓	59.9%	59.0%	57.0%	50.0%	53.2%	47.5%

## Partnership Comment

Performance within this outcome is positive with the majority of indicators exceeding targets. Under this outcome, we have several new targets and as a result only baseline data is available.

75% of Clackmannanshire residents feel that Clackmannanshire is benefiting from a better physical environment and satisfaction with refuse collection, recycling and street cleaning remain high.

## Community Comment

Our local heritage is not well advertised but there are examples of small compact local tourism working well, for example Dollar: Castle, walks, cafes. Community partners recognise that there is a limit the amount of time our attractions can keep visitors here but the fact that many of them appear to have unusual opening hours doesn't help.

Local voluntary organisations put a lot of effort in. However, partners could help on a larger scale by helping to join up attractions into a package or help Clackmannanshire attractions to join up with bigger attractions near by.

















## Case Study

The Ochils Landscape Partnership (OLP) brings together 19 community, voluntary and statutory and private organisations which share the aim of increasing access to the hills and glens of the Ochils, improve the quality of our rivers, and restore parts of the historic built landscape. The Partnership also provides opportunities for community involvement and volunteering to tell the story of the area's cultural, social and industrial heritage for residents and visitors alike. The Ochils area straddles the local authority areas of Clackmannanshire and Stirling and accommodates the interests of 6 community councils from both areas.

The Partnership organises the Ochils Festival, now an annual event, to celebrate the landscape, history and people of the Ochils. In June 2013, its programme of 37 interpretive events and activities provided information and experience which brought a greater understanding of how the area relates to our industrial and cultural heritage, and appreciation of our unique natural asset to just over 1,100 residents and visitors. Almost 500 children joined adults in guided walks in the glens, events to understand the environment and its flora and fauna, and workshops to try traditional food, crafts and trades hands-on. Residents of Clackmannanshire's Hillfoots areas made up 61% of attendees, 15% came from other areas in Clackmannanshire, and the remainder from outside the county including places as far as York and Adelaide, Australia. 180 school children attended the Schools Day.

Over its lifetime since 2011, the Partnership has developed and managed 22 partnership projects which are beyond the capacity of any individual organisation across a large geographic area. The OLP is delivering both tangible and intangible benefits to local communities and all visitors to the area.

## 9. Improved quality of public services

Performance Indicator	2013/14					2012/13		2011/12	
	Management Comment	Trend	Status	Value	Target	Value	Target	Value	Target
Residents who rate public services as very or fairly good	Satisfaction with public services continues to grow steadily.			91%	70%	83%	70%	78%	70%
Local residents who feel that they should be consulted more on how local services are delivered	There has been an improvement in the reporting year.			46%	45%	52%	45%	53%	45%
Residents who have had a good experience of Library Services in the last year	Satisfaction has improved and is back to 2011/12 levels. The Scottish average is 83%.			92%	96%	79%	96%	91%	96%
Residents who have had a good experience of Sport & Leisure Services in the last year	Satisfaction with sport and leisure remains consistent but is slightly lower than the Scottish average of 80%.			77%	77%	76%	77%	64%	77%
Residents who have had a good experience of Housing Services in the last year	Satisfaction with Housing Services has improved.			76%	66%	66%	66%	58%	66%
Residents who feel public agencies work well together in Clackmannanshire	This indicator is improving and is almost meeting target.			42%	45%	32%	35%	30%	35%
Local residents who wish to be involved in local community planning	Performance remains consistent but significantly below target levels.			36%	45%	36%	45%	35%	45%
Overall satisfaction with opportunities for participating in local decision making	We have seen positive progress against this measure over the past three years.			34%	35%	26%	35%	23%	35%

## Partnership Comment

Performance within this indicator is positive with the vast majority of indicators meeting or exceeding target. There have been improvements in residents experience of public services and an increase in the percentage of people who think that public agencies work well together.

The percentage of local residents wishing to become involved in Community Planning remains below target.

There has been some improvement on the indicator relating to community engagement with less residents stating that they should be consulted more. Partners are focusing significant efforts on improving how to consult in a more unified and engaging way.

## Case Study

Partners: CTSI, NHS Forth Valley, Third Sector Organisations, Clackmannanshire Council

### The Change Plan - Reshaping Care for Older People (RCOP)

The Change Plan, under RCOP, supports Third Sector organisations to plan and provide services which deliver significantly better outcomes for older people and can be sustained in the longer term.

The Change Plan has benefitted from the production of the Joint Commissioning Plan for Older Peoples Services in Stirling and Clackmannanshire, a joint venture between the NHS, Local Government, Third and Independent Sectors which has improved communication and allowed services to be co-ordinated more coherently so that the transition for older people between services as their needs change is smooth and seamless.

Services funded through the Change Plan include the Royal Voluntary Service's (RVS) transport service to enable older people and their carers to keep in touch with friends and family and attend hospital appointments; RVS's befriending service, "Good Neighbours"; Alzheimer's Scotland's Post Diagnostic Dementia Support and help for individuals with Dementia and their family to stay connected to their communities through their Musical Memories and Football Reminiscence projects; Princes Royal Trust for Carers' enhanced support for carers at the point of hospital discharge, assessment of carers' emotional and financial support needs and training for carers with a focus on their own health and welfare; and Retired and Senior Volunteer Programme's volunteering opportunities for older adults such as befriending support for other older adults, assisting with literacy support and cycle proficiency in schools and a knitting group.

As a result of these services, strong pathways of integrated care are now starting to show real signs of benefit, enabling older people to remain supported at home and avoid unnecessary hospitalisation.