CLACKMANNANSHIRE COUNCIL

Report to: CLACKMANNANSHIRE COUNCIL

Date of Meeting: 22ND AUGUST

Subject: CLACKMANNANSHIRE COUNCIL BUSINESS PLANS

Report by: CHIEF EXECUTIVE

1.0   Purpose

1.1.   This report presents the Councils three business plans for Partnership & Performance; Place and People Directorates for the 2019/20 reporting year.

2.0   Recommendations

2.1.   It is recommended that Council approve the business plans for 2019/20 and note that progress on each will be reported through service committees.

3.0   Considerations

3.1.   Business plans are high level, strategic documents that provide a link from the corporate plan and give direction for services within the Council's three directorates. Their common aim is to show how services are working towards the Council's vision and outcomes and focusing on the Council's stated priorities and values. Business plans are intended to give an overview of the main issues and activities within the directorates and are intended to focus on matters of strategic importance.

3.2.   Business plans set out the service key strategies and actions aligned to the Council's outcomes and priorities, demonstrating how services will contribute to the Council's ambitions. They provide clear direction for more detailed delivery plans within services and partnerships including individual work plans to ensure a linked Golden Thread.

3.3.   It is worth noting that all our services are undergoing a significant period of transformation. These business plans very much reflect current transitional arrangements and may therefore be subject to further development over the coming year.

4.0   Sustainability Implications

4.1.   Council Business Plans will have a positive impact on a number of sustainability outcomes. These will be set out in each directorate Business Plan.

5.0 Resource Implications

5.1.1. Resource Implications are set out in each Business Plan where relevant. There are no implications which arise directly from this report.

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 ☐

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 ☑)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	☑
Our families; children and young people will have the best possible start in life	☑
Women and girls will be confident and aspirational, and achieve their full potential	☑
Our communities will be resilient and empowered so that they can thrive and flourish	☑

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

Clackmannanshire Council Business Planning Guide 2019

Clackmannanshire Council Corporate Plan 2018/22

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

Appendix 1) Partnership and Performance Business Plan 2019/20

Appendix 2) People Business Plan 2019/20

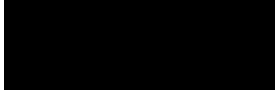Appendix 3) Place Business Plan 2019/20

11.0   Background Papers

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

Yes ☐ (please list the documents below)   No ☑

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Strategy and Performance Manager	2365

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	████████

APPENDIX 1

Clackmannanshire Council
www.clacks.gov.uk

Comhairle Siorrachd
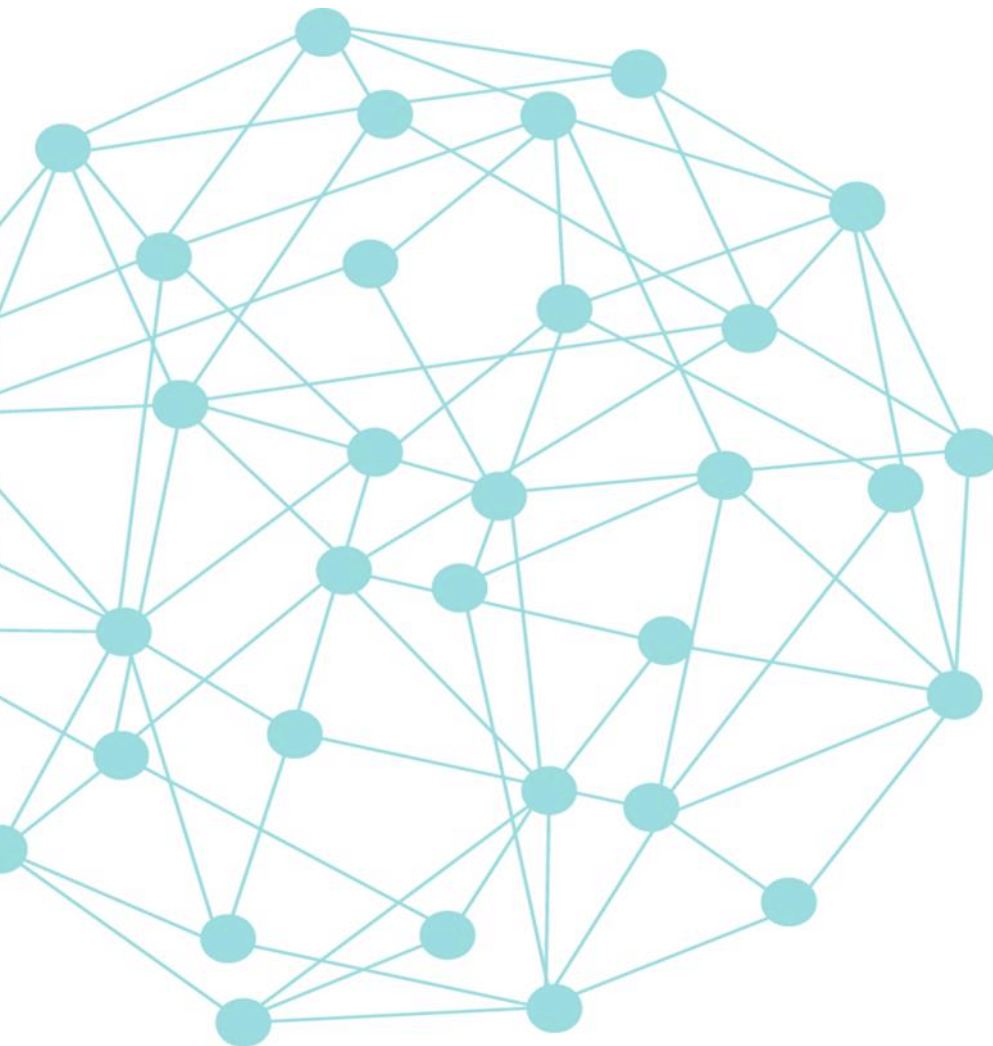Chlach Mhanann

Partnership & Performance

Business Plan 2019-20

Be the FUTURE

1 SERVICE OVERVIEW

1.1 DIRECTORATE PURPOSE & OBJECTIVES

Our vision, outcomes, priorities and values reflect those of the Council as described in the Corporate Plan.

Our Vision

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Outcomes

- Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.

- Our communities will be resilient and empowered so that they can thrive and flourish.

- Our families, children and young people will have the best possible start in life.

- Women and girls will be confident and aspirational, and achieve their full potential.
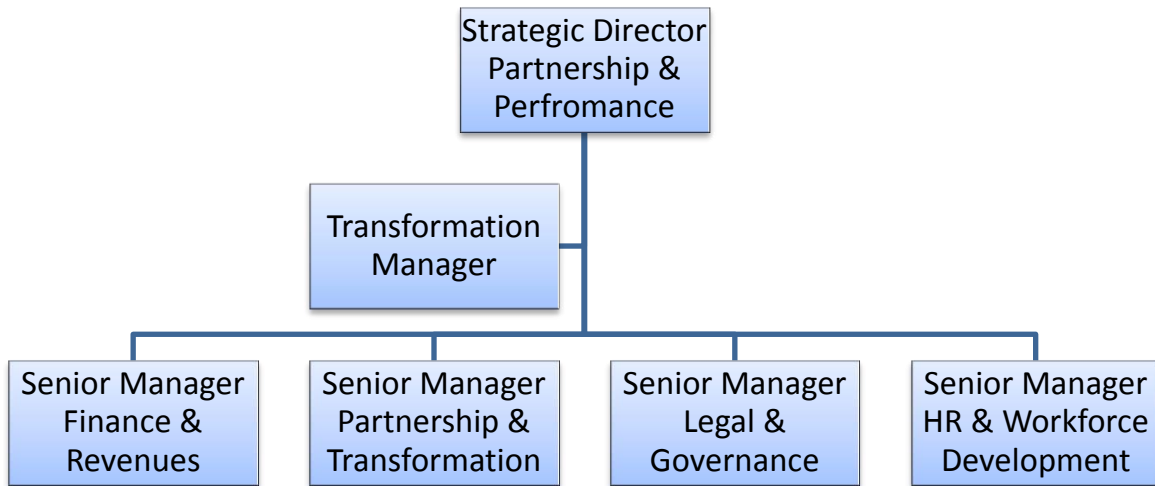
Our Priorities

- Inclusive Growth, Jobs & Employability

- Reducing Child Poverty

- Raising Attainment

- Sustainable Health & Social Care

- Empower Families & Communities

- Organisational Transformation

Our Values

- **Be the customer** - Listen to our customers; communicate honestly and with respect and integrity.

- **Be the team** - Respect each other and work collectively for the common good.

- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.

- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.

- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.

- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

1.2   SERVICE STRUCTURE

Partnership and Performance Directorate incorporates a broad range of functions contained within the following structure:

```
                    Strategic Director
                      Partnership &
                       Perfromance

            Transformation
              Manager

Senior Manager    Senior Manager    Senior Manager    Senior Manager
  Finance &        Partnership &       Legal &         HR & Workforce
   Revenues        Transformation     Governance        Development
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1.3   BUDGET

Revenue Budget	£12,434k

1.4   KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/ last reviewed	Date for review
Local Outcome Improvement Plan 2017/27	2017	2020
Corporate Plan	2018	2022
Budget Strategy	2019	2020
Strategic Workforce Plan	2015	2019
Community Justice Outcomes Plan	2018	2023
Gaelic Language Plan for Clackmannanshire	2015	2020
Mainstreaming Equalities Report and Outcomes	2019	2021
Procurement Strategy	2018	2022
Digital Transformation Strategy	2019	2022
Corporate Communications and Marketing Strategy	2013	2019
Corporate Risk Management Guidance	2015	2019
Major emergencies operational procedures Civil Contingencies Guidance	2018	2021
Business Planning Guidance and Performance Management Framework	2019	2020
Consultation Guidance and Toolkit	2014	2020
Customer Charter	2011	2020
Council Complaints Handling Procedure	2017	2021
Unacceptable Behaviour Policy	2015	2020
Standing Orders	2019	2019
Scheme of Delegation	2014	2019
Financial Regulations		
Contract Standing Orders		

2 KEY ISSUES FOR PARTNERSHIP & PERFORMANCE

The directorate is still in a transitional, and to some extent, formative phase. One of our immediate priorities is to establish the management team, including roles and accountabilities, and thereafter continue with deployment of organisational redesign; both within the directorate and supporting People and Place.

In the context of the Council's priorities, Organisational Transformation will be prominent for Partnership & Performance over the coming year, with particular focus on workforce development, leadership development, digital transformation, innovation and collaboration with partners and making best use of our assets. These efforts will underpin the Council's wider priorities in areas such as improving attainment and creating sustainable health and social care services.

Good governance creates the basis for improvement, accountability and efficiency; therefore, we will continue to maintain a focus on managing risk, as well as deploying, embedding and modelling organisational values across the Council. Creating a strong health and safety culture, and improving governance in financial and information management, as well as communications and customer service, will remain key underpinning aspects of organisational improvement.

- Inclusive Growth, Jobs & Employability
- Reducing Child Poverty
- Raising Attainment
- Sustainable Health & Social Care
- Empower Families & Communities
- Organisational Transformation

Workforce:
- Maximising Attendance and Employee Wellbeing
- Health and Safety
- Workforce Development and Succession Planning
- Leadership and Staff Development

Enabling Transformation and Change:
- Digital
- Culture and Values
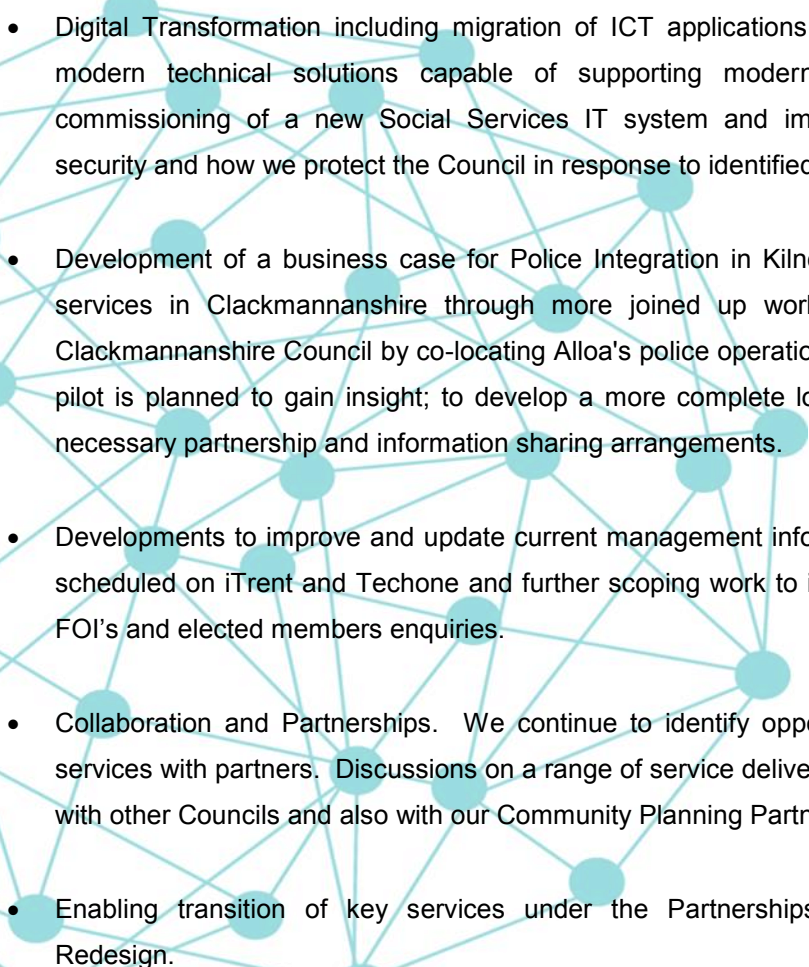- Collaboration and Partnerships

Performance:

- Budget
- Legal
- Communications
- Risk and Performance
- Policy priorities and Horizon Scanning

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

Partnership and Performance is leading on a range of transformation projects over 2019/20. The Portfolio also takes the lead on the overall management and delivery of the Transformation Programme through the Transformation Board and Programme Management Office.

Key transformation projects for 2019/20 include:

- Digital Transformation including migration of ICT applications to cloud based services; providing modern technical solutions capable of supporting modern and different ways of working; commissioning of a new Social Services IT system and implementing improvements to cyber security and how we protect the Council in response to identified cyber threats.

- Development of a business case for Police Integration in Kilncraigs which seeks to improve local services in Clackmannanshire through more joined up working between Police Scotland and Clackmannanshire Council by co-locating Alloa's police operations in Kilncraigs.   A shadow MATAC pilot is planned to gain insight; to develop a more complete longer term approach and to explore necessary partnership and information sharing arrangements.

- Developments to improve and update current management information systems with improvements scheduled on iTrent and Techone and further scoping work to identify improvements to complaints; FOI's and elected members enquiries.

- Collaboration and Partnerships. We continue to identify opportunities to deliver and co-produce services with partners. Discussions on a range of service delivery proposals are being taken forward with other Councils and also with our Community Planning Partners in Clackmannanshire.

- Enabling transition of key services under the Partnerships and Performance Organisational Redesign.

- Ensuring that our workforce has the skills, knowledge, capacity and support to deliver our priorities. This includes implementation of the Leadership Development Programme 2019/20 and a review of training needs and delivery to support succession planning; work to raise awareness and promote our organisational values, a vital component of organisational transformation.

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

Partnerships and Performance engage with customers and stakeholders in a number of ways that reflect the Council's values, primarily: *Be the Customer*. As such we will always listen to our customers, communicate honestly and with respect and integrity. Our approach will be communicated through regular meeting meetings, PRDs and systematic supervisory supports to enable us to reach a standard of customer service that the Council aspires to.   Engagement and consultation with stakeholders as part of the development of new policies will continue to be essential; implementing equality and poverty impact assessment process as part of policy development and engagement and gathering data on services to provide customer insight and feedback.

3.2 WORKFORCE PLANNING AND DEVELOPMENT

Our approach to workforce planning will reflect the council's Strategic Workforce Plan, approved by Council in June 2019. As such, our priorities are to:
- Create a positive and inclusive organisational culture;
- Have a sustainable and resilient workforce;
- Ensure our workforce feels supported, empowered, respected and engaged; and
- Ensure our workforce has the knowledge, skills and behaviours capable of meeting future demands.

Continuation of organisational redesign, deployment of the Council's vision and values, leadership development and development to develop and support good governance in areas such as information management, health and safety and procurement will be particularly important.

3.3 MANAGING SERVICE PERFORMANCE

Maximising the contribution and talents of all our staff, particularly in a time of resource constraint, is essential. This business plan provides the basis for all service, team and individual PRD plans within Partnership & Performance. Senior managers will maintain plans and risk registers for their areas of responsibility. Every employee will have an annual PRD, with regular one-to one supervisory meetings.

Whilst objectives will continue to form a core element of PRDs and supervisory meetings, how we go about Council business is a core part of our transformation objectives; therefore, demonstrating how we are living up to the Council's vision and values on an ongoing basis will form an equally important part of PRDs and managing service performance.
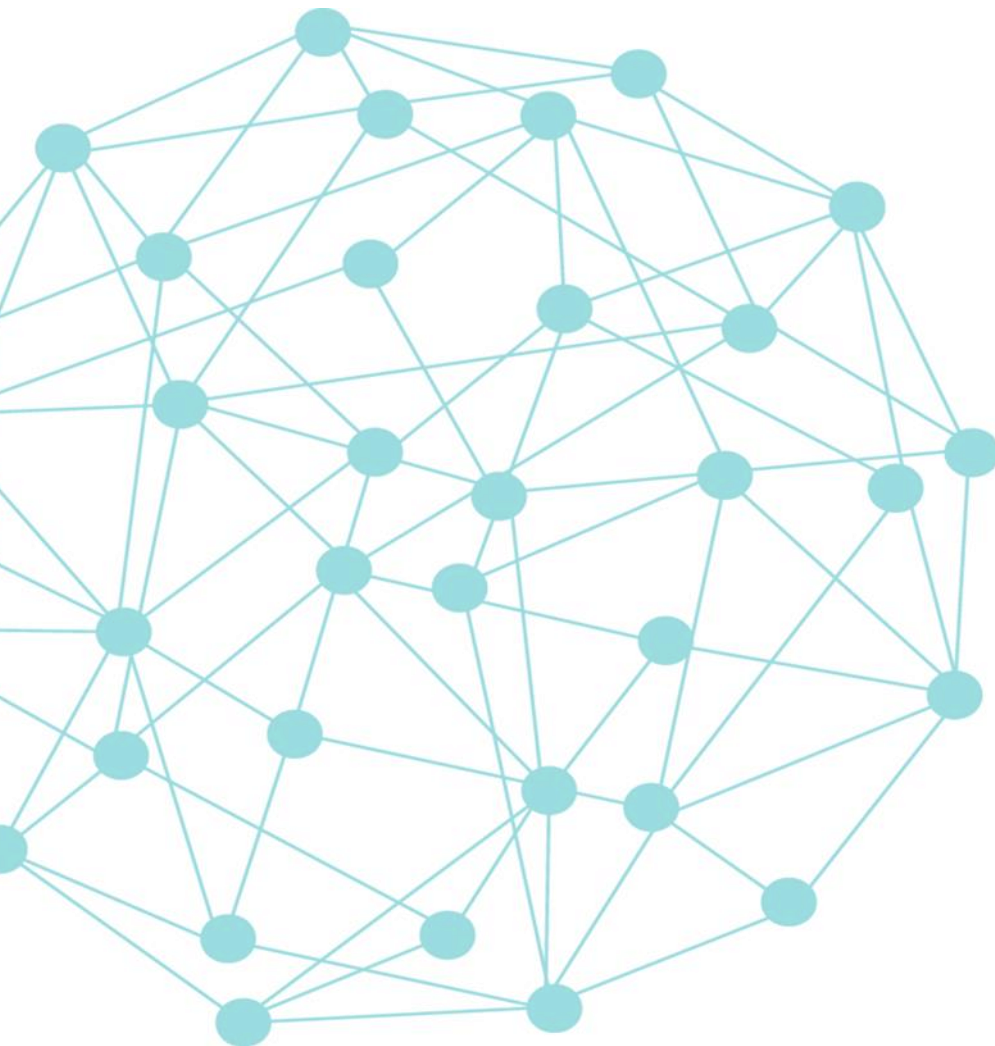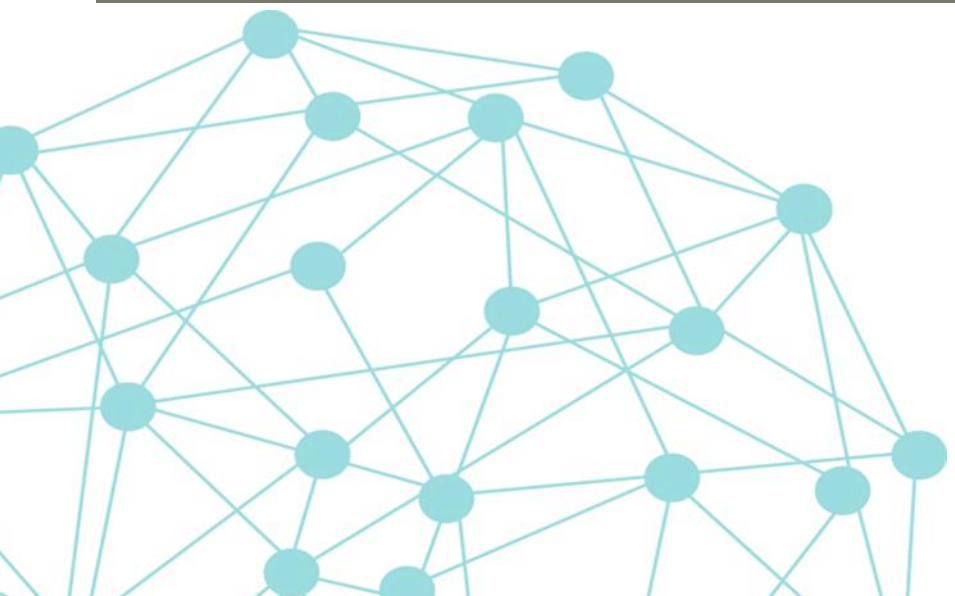
Partnership & Performance Business Plan 2019-20
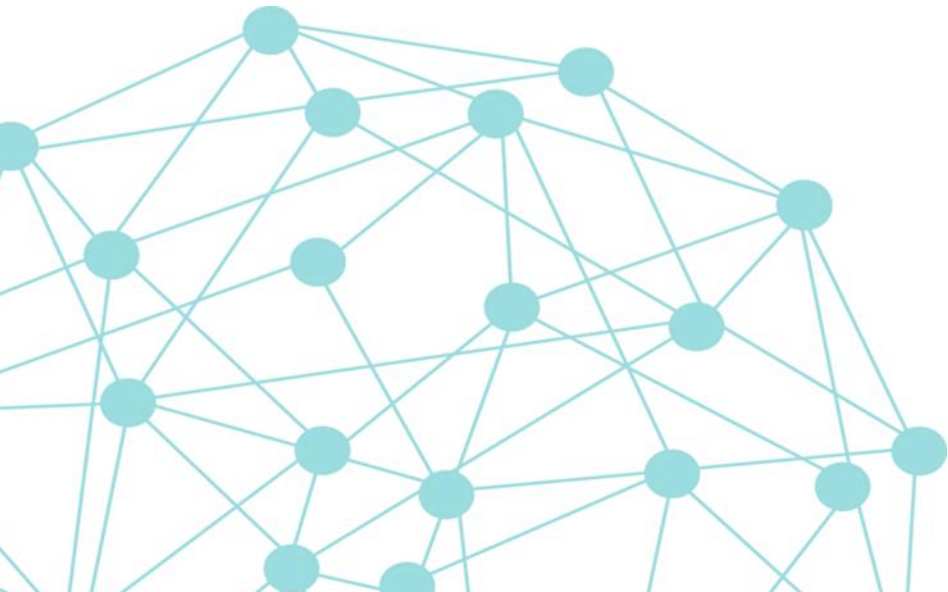
Key Organisational Performance Results

Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£6.05	£2.90	NK	NA	Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	95.9%	96.1%	95.9%	96.2%	Finance & Revenues
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	16.6%	14.0%	14.0%	16.5%	Finance & Revenues
RAG CRD 003	Invoice Payment Within 30 Days	81.1%	89.8%	NK	91%	Finance & Revenues
RAG FIN 001	The cost of support services (definition as per Local Financial Return) as a percentage of gross general fund expenditure	7.1%	6.9%	NK	6.5%	Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	54.6%	55.4%	NK	NA	Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	3.5%	1.6%	NK	0%	Partnership & Transformation
NEW	Number of organisational data breaches reportable to the Information Commissioner				N/A	Legal & Governance
NEW	Instances of Fraud detected				N/A	Legal & Governance
NEW	Percentage of 2019/20 targets met for implementation of Strategic Workforce Plan				80%	HR & Workforce Development
NEW	Percentage of 2019/20 targets met for implementation of Digital Transformation Plan				80%	Partnership & Transformation
-	Average FTE Days Sickness Absence (Council)	-	-	13.15	12	HR & Workforce Development
NEW	Staff Engagement Index: I am given the opportunity to make decisions relating to my role			52.4%	57%	HR & Workforce Development

Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
NEW	Staff Engagement Index: I feel valued for the work I do			28%	36%	HR & Workforce Development
NEW	Staff Engagement Index: I feel a sense of achievement for the work I do			52%	58%	HR & Workforce Development
NEW	Staff Engagement Index; I feel that I am treated with dignity and respect within my team			66%	70%	HR & Workforce Development
NEW	Staff Engagement Index: I am clear about how I contribute to the organisation's goals			49%	58%	HR & Workforce Development
NEW	Number of risk assessments reviewed and completed against the number expected				70%	HR & Workforce Development
NEW	Number of employees received a toolbox talk on new H&S policies expressed as a % of those who should have received				90%	HR & Workforce Development
NEW	Number of employees completing core H&S Training expressed as a % of the total number of employees				90%	HR & Workforce Development
NEW	Number of violent incidents to employees expressed as a % of the overall number of employees				5%	HR & Workforce Development
NEW	Number of incidents reported within 5 working days expressed as a % of incidents reported				90%	HR & Workforce Development
NEW	Number of Health Surveillance appointments attended expressed as a % of the total number appointments offered by OH				90%	HR & Workforce Development

Partnership & Performance: Financial Results

Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
NEW	Percentage of savings agreed in 2019/20 budget achieved	-	-		100%	Strategic Director
	Outturn variance based on budget				<0%	Strategic Director

Partnership & Performance: Customer Results

Code	KPI	2016/17 Value	2017/18 Value	2018-19 Value	2019-20 Target	Lead
NEW	Number of risk assessments reviewed and completed against the number expected				70%	Strategic Director
NEW	Number of employees received a toolbox talk on new H&S policies expressed as a % of those who should have received				90%	Strategic Director
NEW	Number of employees completing core H&S Training expressed as a % of the total number of employees				90%	Strategic Director
NEW	Number of violent incidents to employees expressed as a % of the overall number of employees				0%	Strategic Director
NEW	Number of incidents reported within 5 working days expressed as a % of incidents reported				90%	Strategic Director
NEW	Number of Health Surveillance appointments attended expressed as a % of the total number appointments offered by OH				90%	Strategic Director
P&P FOI GOV	% FOI enquiries responded to within timescale - Partnership & Performance	93.3%		92.2%	95%	Legal and Governance
GOV AUD 001	Percentage of Internal Audit plan completed		100%	100%	100%	Internal Audit
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.015%	0.400%	0.500%	0.250%	Partnership & Transformation
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	96.7%	96.4%	95.1%	96.5%	Partnership & Transformation
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	97.1%	100.0%	100.0%	100.0%	Legal & Governance
SCS C03 CUS	% formal complaints dealt with by Partnership and Performance that were upheld/partially upheld	56.25%	84.62%	36.36%	N/A	Strategic Director
SCS C10 CUS	Percentage of formal complaints closed within timescale during period Partnership and Performance	93.75%	100%	90.91%	100%	Strategic Director
SCS CNQ BUS	% of Councillor Enquiries dealt with by Partnership and Performance within timescale	50.0%	80.0%	76.7%	100%	Strategic Director

Code	KPI	2016/17 Value	2017/18 Value	2018-19 Value	2019-20 Target	Lead
SCS MPQ BUS	Percentage of MP/MSP enquiries dealt with Partnership and Performance within timescale	100.0%	60.0%	72.4%	100%	Legal & Governance
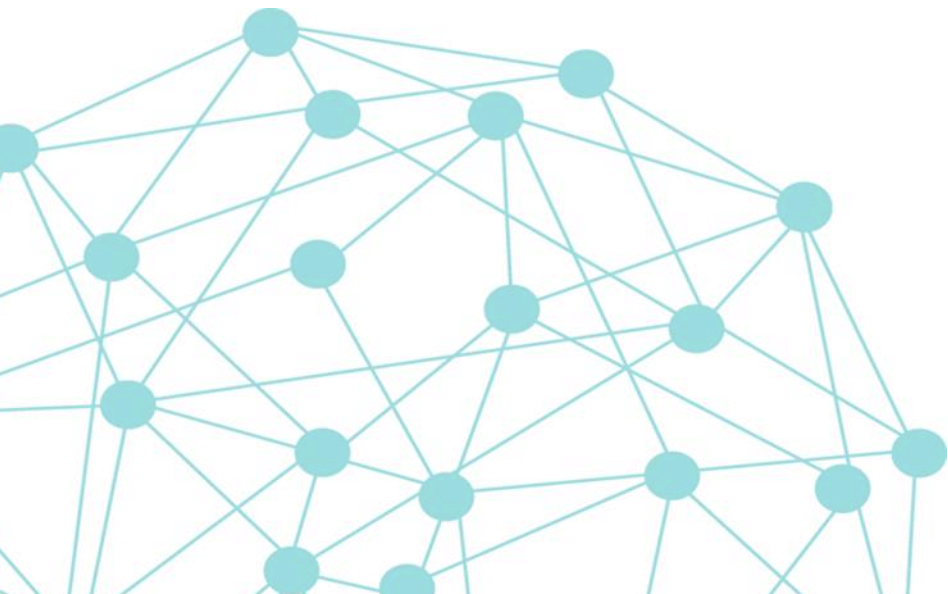
Partnership & Performance: People Results

Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
PRP AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	-	-		7.5	Strategic Director
NEW	Percentage of employees* with current PRD	-	-	-	100%	Strategic Director
NEW	Percentage of employees* who have regular supervisory meetings with their manager	-	-	-	100%	Strategic Director
NEW	Percentage of staff that have completed mandatory training by the due date*	-	-	-	100%	Strategic Director
NEW	Staff Engagement: I am given the opportunity to make decisions relating to my role	-	-	-	65%	Strategic Director
NEW	Staff Engagement: I feel valued for the work I do	-	-	-	55%	Strategic Director
NEW	Staff Engagement: I feel a sense of achievement for the work I do	-	-	-	67%	Strategic Director
NEW	Staff Engagement: I feel that I am treated with dignity and respect within my team	-	-	-	80%	Strategic Director
NEW	Staff Engagement: I am clear about how I contribute to the organisation's goals	-	-	-	75%	Strategic Director

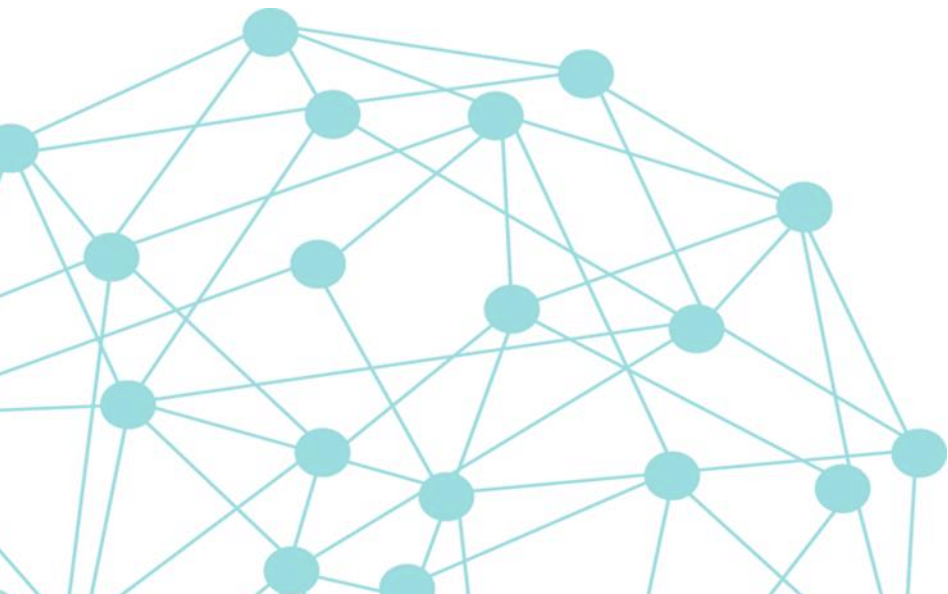* Not including those staff on maternity leave, long term illness, secondment or career break

Improvement Actions

Code	ACTION	Impact	By When	Lead
	Lead on the approach to deliver an approved balanced budget	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-20	Finance & Revenues
	Lead on the approach to deliver approved Annual Accounts	A valued, responsive Council with a reputation for innovation and creativity	30-Sep-19	Finance & Revenues
	Lead on the approach to enable improved governance through the Annual Governance Statement	A valued, responsive Council with a reputation for innovation and creativity	31-May-19	Legal & Governance
	Updated Fraud and Raising Concerns at work policy and process	A valued, responsive Council with a reputation for innovation and creativity	31 December 2019	Legal & Governance
	Consolidate corporate support Information management approaches and develop an action plan to address gaps	A valued, responsive Council with a reputation for innovation and creativity	31-March-20	Legal & Governance
	Put in place and deliver an effective organisational change programme to support organisational sustainability	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-20	Change Manager
	Implement an upgrade of the Financial MIS, TechOne	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-20	Finance & Revenues
	Prepare a range of business cases to support organisational sustainability	A valued, responsive Council with a reputation for innovation and creativity	31-Dec-19	Strategic Director
	Implement Scottish Cyber Security Resilience Framework	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation
	Implement ICT infrastructure Improvement Plan.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation
	Transition Business Support to New Organisational Model	A valued, responsive Council with a reputation for innovation and	30-Sep-19	Business Support

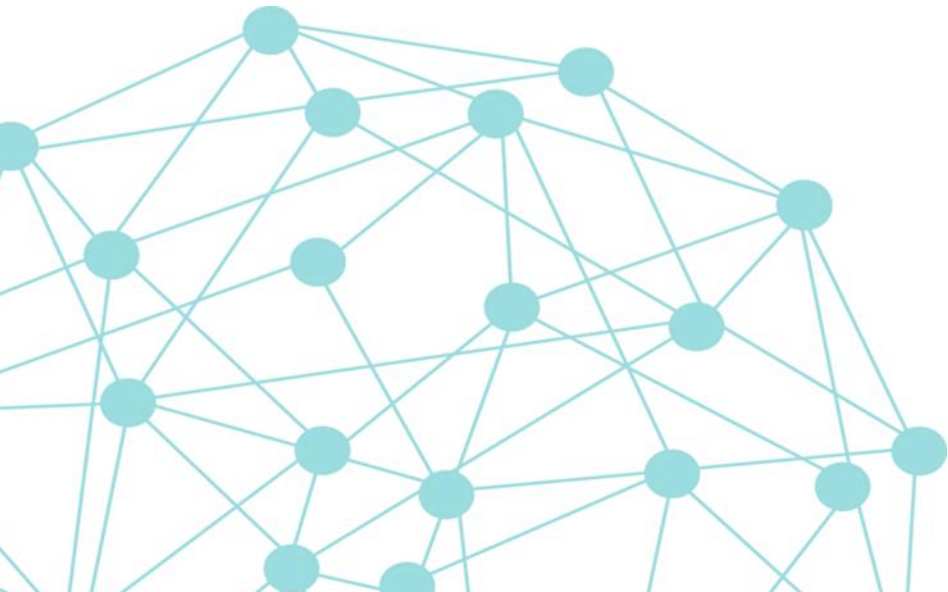| Code	ACTION	Impact	By When	Lead
		creativity.		Manager
	Implement HR and Payroll MIS, iTrent Upgrade (including Mobile Access)	A valued, responsive Council with a reputation for innovation and creativity.	31-Dec-19	HR & Workforce Development
	Achieve Health Working Lives (Gold Level)	A valued, responsive Council with a reputation for innovation and creativity.	31-March-2020	HR & Workforce Development
	Implement e- PRD/ERD Process	A valued, responsive Council with a reputation for innovation and creativity.	30-Sep-19	HR & Workforce Development
	Undertake Staff Survey	A valued, responsive Council with a reputation for innovation and creativity.	31-Oct-19	HR & Workforce Development
	Roll Out Staff Benefits Awareness Campaign	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	HR & Workforce Development
	Develop & Implement A Leadership and Management Development programme that support our vision and values	A valued, responsive Council with a reputation for innovation and creativity.	30-Apr-20	HR & Workforce Development
	Support the Development of a Workforce Plan (HSCP)	We enable sustainable Health & Social Care	30-Apr-20	HR & Workforce Development
	Undertake a systematic Health & Safety Training programme	A valued, responsive Council with a reputation for innovation and creativity.	Ongoing	HR & Workforce Development
	Undertake a systematic Health &Safety Audit Programme	A valued, responsive Council with a reputation for innovation and creativity.	Ongoing	HR & Workforce Development
	Implement Health & Safety Improvement Action Plan	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	HR & Workforce Development
	Put in place preparations for Census 2021 as part of the requirements set out in the national programme.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation

Code	ACTION	Impact	By When	Lead
	Develop policy approaches with key partners around the corporate priorities: reducing child poverty and inclusive growth, jobs and employability.	Reducing Child Poverty/Inclusive growth, jobs and employability/Empowering families and communities – corporate priorities	29-Feb-20	Partnership & Transformation
	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-20	Partnership & Transformation
	Implement approved Mainstreaming Equalities and Diversity Report 2017/22.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-20	Partnership & Transformation
	Ensure appropriate plans and preparations are in place to manage and respond to EU Withdrawal and to ensure business continuity.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation
	Provide support for major consultation and engagement activities (budget and corporate strategies).	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation
	Co-ordinate major incident response and ensure statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work.	A valued, responsive Council with a reputation for innovation and creativity.	31-Jan-20	Partnership & Transformation
	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan.	A valued, responsive Council with a reputation for innovation and creativity.	31-Oct-19	Partnership & Transformation
	Develop corporate funding plans and approaches to support delivery of the Councils agreed priorities.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Dec-19	Partnership & Transformation
	Ensure that community planning structures are effective and enable the integrated delivery of the Local Outcomes Improvement Plan 2017/27.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-20	Partnership & Transformation

Code	ACTION	Impact	By When	Lead
	Develop options with partners to consider community research and surveys to inform strategic planning and performance (replace Clacks 1000).	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Dec-19	Partnership & Transformation

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Risk Register

ID & Title	PP 001	Business continuity or resilience failure	Status		Managed By	Strategic Director	Current Rating	9	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.									
Related Actions	Co-ordinate major incident response and ensure statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work.		Internal Controls		Corporate and Service Business Continuity Plans					
Latest Note										

ID & Title	PP 002	Lack of preparedness for Brexit 'No Deal'	Status		Managed By	Partnership & Transformation	Current Rating	15	Target Rating	12
Potential Effect	Inability to assess, mitigate, prepare for impact across UK and Scottish planning assumptions linked to migration, trade, regulation, security or wider impacts across sectors. Potential additional impacts for Clacks around economic resilience, workforce and costs/value and funding of goods and services.									
Related Actions	Working under the guidance of the Scottish Resilience Partnership, ensure appropriate plans and preparations are in place to manage and respond to EU Withdrawal and to ensure business continuity		Internal Controls		Brexit reports to Council Brexit risk assessment undertaken					
Latest Note	Work is ongoing to monitor the potential impacts of ED withdrawal based on the Scottish and UK planning assumptions. Information has been shared with employees, elected members and with communities on the potential impacts and to plan mitigations. This has included planning work with partners. Information on EU withdrawal has been shared on the Council website. Work in partnerships with resilience partners, COSLA and SOLACE is ongoing.									

ID & Title	PP 003	Ineffective communication and engagement with our communities	Status		Managed By	Partnership & Transformation	Current Rating	12	Target Rating	9

Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.
Related Actions	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan. Provide support for major consultation and engagement activities (budget and corporate strategies). Develop options with partners to consider community research and surveys to inform strategic planning and performance (replace Clacks 1000). Ensure that community planning structures are effective and enable the integrated delivery of the Local Outcomes Improvement Plan 2017/27.

Internal Controls	Corporate Communications Strategy Consultation and Engagement Toolkit/Citizen Space Asset Transfer Guidance Community Learning and Development Strategy Mainstreaming Equality and Diversity

Latest Note	Work is ongoing to update the Councils Corporate Communications Strategy to ensure that our communication and engagement approaches are fit for purpose. We have a made a number of improvements in how we plan for communications and will continue to build on these improvements using feedback and customer insight. We continue to strive to make improvements to consultation and engagement on key decision making such as the budget setting process and to provide opportunities for communities to influence our key strategies. We have made a number of improvements over the last year in how we develop and implement communications and engagement based on our understanding of equality and poverty impacts and have improved how we report our engagement and decisions on key decisions. Work is ongoing to make improvements to the ways that we engage with communities who wish to run local facilities or who wish to co-produce or influence how local services are run. We continue to support community councils to contribute to community empowerment and provide small grants for training and learning and development for community councils. We continue to provide a local community empowerment fund for local groups for capital projects and improvements throughout Clackmannanshire and we monitor its uptake.

ID & Title	PP 004	Ineffective engagement with our staff	Status		Managed By	HR & Workforce Development	Current Rating	12	Target Rating	9

Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision.
Related Actions	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan and Strategic Workforce Plan Working together group Develop further the principles of the Fair Work Convention

Internal Controls	Strategic Workforce Plan Staff Survey

Latest Note	Work is ongoing following the approval of the Strategic Workforce Plan by Council in June 2019. A series of actions are outlined in the Workforce Delivery plan with associated timescales and identified officers. The staff survey will be undertaken in Q3 of 19/20 and will be benchmarked against 18/19 results via both independent researchers and an internal focus group.

People

Business Plan 2019-20

1   SERVICE OVERVIEW

1.1   DIRECTORATE PURPOSE & OBJECTIVES

Our vision, outcomes, priorities and values reflect those of the Council as described in the Corporate Plan.

Our Vision

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Outcomes

- Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.

- Our communities will be resilient and empowered so that they can thrive and flourish.

- Our families, children and young people will have the best possible start in life.

- Women and girls will be confident and aspirational, and achieve their full potential.

Our Priorities

- Inclusive Growth, Jobs & Employability

- Reducing Child Poverty

- Raising Attainment

- Sustainable Health & Social Care

- Empower Families & Communities

- Organisational Transformation

Our Values

- **Be the customer** - Listen to our customers; communicate honestly and with respect and integrity.

- **Be the team** - Respect each other and work collectively for the common good.

- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.

- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.

- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.

- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

Our objectives

The People service provides a wide range of services for children, young people, families and communities, in order to educate, protect, support and promote the achievements, attainment and health and wellbeing of every child, with a particular focus on the most vulnerable children within Clackmannanshire.

This plan sets out the key actions that will be delivered by the People Service in 2019/20 to ensure better outcomes for everyone in Clackmannanshire, and contribute to the delivery of strategic objectives as set out within the Council's Corporate Plan 2018-22 and the Local Outcomes Improvement Plan 2017-27.

The current pace of change for the People service at local and national level driven by Scottish Government is rapid, ongoing, and significant. We are committed to seeking opportunities as we respond to national policy developments set by the Scottish Government including Getting It Right for Every Child (GIRFEC), Curriculum for Excellence, the implementation of the Children and Young People (Scotland) Act 2014, Community Justice Scotland Act 2016, and Developing the Young Workforce. As a Scottish Attainment Challenge authority, we also remain committed to raising attainment for all and closing equality gaps.

Key priorities during 2019/20 include a focus on early intervention and prevention, early years expansion to incorporate the delivery of 1140 hours by 2020, embedding the principles of GIRFEC, and working in partnership with all our stakeholders to improve and deliver safe and meaningful outcomes for our people and their communities.

Current heightened levels of risk within People services means that we must continue to build upon our efforts to ensure the delivery of safe standards and practices. In addition, we are undertaking a programme of transformation, presenting opportunities for increased collaboration, integration, innovation and flexibility. Our approaches will allow the organisation to achieve required modernisation and efficiencies to meet the significant financial challenge and future service demand, with a particular focus on workforce development, succession planning and stakeholder engagement.

For the first time, the business planning process brings together priority actions into one document for the People service. Our integrated approach to People Services means that early years, primary and secondary education sits alongside support, protection and care functions all encompassed within one Council service. This approach allows us to best respond to meeting the needs of children, young people and families and provides a sound basis for us to achieve our vision and aims.

The People business plan will be supported by functional plans which outline in more detail the specific actions, accountable officers and timescales to deliver outcomes. Summarised below are the overarching themes that apply to all People service actions, followed by more specific Education and Children's Services actions.
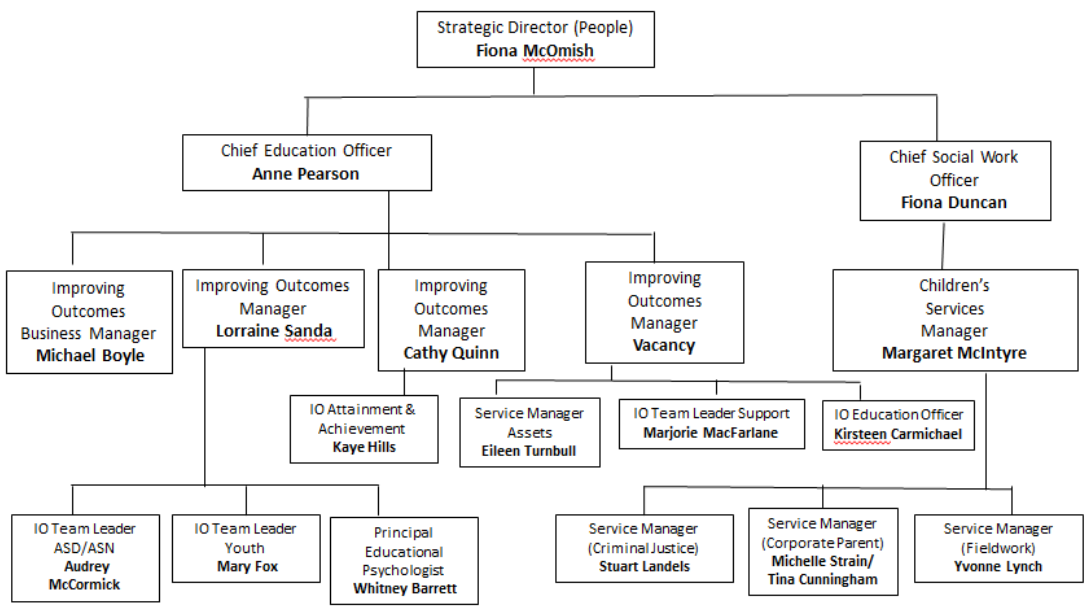
This plan is guided by, and aligned with, Clackmannanshire Council's Children and Young People's plan 2017-20 and Clackmannanshire Community Justice Plan 2018-23.

Collectively, as a People service and more broadly with key stakeholders both within and outwith the Council, we will be working collaboratively to deliver improved outcomes with a specific focus on reducing inequalities in the following areas:

Overarching People Priorities	Aims
Design and implement new Organisational Structure for the People Service	To deliver an effective and efficient organisational structure in People services, in accordance with the requirements agreed by Council in March 2018.
Develop strategies to enable earlier, more effective intervention for children and families particularly where parental drug and alcohol misuse and neglect are key factors.	To develop strategies for earlier collaborative intervention by working closely with internal and external partners including Police Scotland, SCRA and the third sector (in particular, Alcohol and Drugs Partnership).
Develop proposals to transform how People services delivers more effective family support services	Design and develop intensive and flexible family support services to meet assessed need in line with relevant standards and legislation, ensuring best possible use of assets, partnerships and resources.
Research, develop and implement programme to provide focused and integrated mental health services.	Develop plans to transform the provision of integrated mental health services, including the teaching and promotion of mental health resilience skills in schools.
Education Priorities	**Aims**
Continue to modernise our school estate, maximising opportunities for communities to benefit from facilities.	Reviewing the school estate to make the most effective and efficient use of buildings, and staff across the estate.
Improvement in attainment, particularly in literacy and numeracy	All children achieving appropriate levels for age and stage in Early Learning and Childcare and BGE, and for relevant Senior Phase Qualifications in line with virtual comparators.
Closing the attainment gap between the most and least disadvantaged children	No pattern of lower attainment and achievement for children in lower SIMD bands, and for Looked After Children, in line with national and virtual comparators
Improvement in children and young peoples' health and wellbeing	Improvement in attendance, engagement in learning, and in children's health and well being, in line with national levels
Improvement in employability skills and sustained, positive school leaver destinations	All young people develop employability skills and move into a positive and sustained destination post-school

Social Services and Criminal Justice Priorities	Aims
Review internal staffing capacity, progress and implement structure to ensure the safe delivery of services.	Stabilise leadership, and ensure clear accountabilities and routes for escalation are in place. Reduce risk, enable early intervention, and ensure statutory compliance. Redesign the functions of strategic commissioning, policy and planning, risk, and performance reporting across the department.
Improve quality of assessments, our use of data and the quality/sharing of case records to ensure better services and outcomes are delivered.	Develop and progress proposals to replace social work IT system. Embed consistent approaches to case recording, case load levels and quality assurance.
Strengthen internal approaches to learning, development and improvement.	Invest in workforce development, engaging with external consultants to embed strong approaches to social work practice.
Develop healthy relationships, maximise employment opportunities, and address substance misuse through Community Justice interventions.	Healthy personal relationships will encourage and build resilience and sustain positive change.

1.2 SERVICE STRUCTURE

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                    Strategic Director (People)
                         Fiona McOmish
              ┌──────────────┴──────────────┐
   Chief Education Officer          Chief Social Work
       Anne Pearson                      Officer
                                       Fiona Duncan
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| Improving Outcomes Business Manager **Michael Boyle** | Improving Outcomes Manager **Lorraine Sanda** | Improving Outcomes Manager **Cathy Quinn** | Improving Outcomes Manager **Vacancy** | Children's Services Manager **Margaret McIntyre** |

- IO Attainment & Achievement **Kaye Hills**
- Service Manager Assets **Eileen Turnbull**
- IO Team Leader Support **Marjorie MacFarlane**
- IO Education Officer **Kirsteen Carmichael**

- IO Team Leader ASD/ASN **Audrey McCormick**
- IO Team Leader Youth **Mary Fox**
- Principal Educational Psychologist **Whitney Barrett**
- Service Manager (Criminal Justice) **Stuart Landels**
- Service Manager (Corporate Parent) **Michelle Strain/ Tina Cunningham**
- Service Manager (Fieldwork) **Yvonne Lynch**

1.3 BUDGET

People	Annual Budget 2019/20 £'000
*Strategy & Customer Services	1,295
*Development & Environmental	501
Education Service	54,732
Social Services	12,887
Division Expenditure Budget	**69,414**

This is subject to change as restructure moves forward.

* Denotes transition between services. Reporting and budget lines will shift during the year.

1.4 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

The policy landscape for the People service is complex and subject to rapid change and tight implementation timescales. The ambition is to improve approaches to service delivery in the face of current pressures - reduced funding, Council restructuring, reduced availability of qualified teaching staff, demographic and socio-economic pressures - whilst continuing to improve attainment and achievement to bring about the best possible outcomes for our children and young people.

High level policies relating to the delivery of children's services are as follows:
- National Improvement Framework – a key driver for dynamic and agile improvement in education. It underpins work on the Scottish Attainment Challenge which provides a framework for expenditure of the additional finance given directly to schools from the Pupil Equity Fund. Education (Scotland) Act 2016
- Children and Young People (Scotland) Act 2014
- Getting It Right For Every Child
- Children's Rights - United Nations Convention on the Rights of the Child (UNCRC)
- Expansion of Early Learning and Childcare entitlement
- Curriculum for Excellence
- Carers and Young Carers Strategy and the Carers Legislation which came into Force in April 2018.
- Community Empowerment (Scotland) Act 2015
- Gaelic Language (Scotland) Act 2005
- Community Learning and Development (Scotland) Regulations 2013
- Governance Review: Next Steps, June 2017 - promotes working in Regional Improvement Collaboratives Update
- Review of the Parental Involvement (Scotland) Act 2006 and national Parental Involvement and Engagement Action Plan "Learning Together" launched in August 2018
- Developing the Young Workforce and Youth Employment Strategy
- Child Poverty (Scotland) Act 2017 and "Every child, every chance – The Tackling Child Poverty Delivery Plan 2018-22"
- Corporate Parenting Strategy
- Forth Valley and West Lothian Regional Improvement Collaborative (RIC)
- Public Bodies (Joint Working) (Scotland) Act 2014 and the integration of adult health and social care services.
- Social Care (Self-directed Support) (Scotland) Act 2014
- Carers (Scotland) Act 2016
- Community Empowerment and Renewal Bill

This schedule includes key strategic documents and publications:

Key Service Document	Approved/Last Reviewed	Date for Review
Clackmannanshire Children's Services Plan, 2017-2020	2018	2020
Child Protection Committee Strategic Plan, 2018-2019	2018	2019
Adult Support and Protection Committee Strategic Plan, 2018-2019	2018	2019
Community Justice Improvement Plan, 2018-2023	2018	2023
Corporate Parenting Strategy, 2018-2021	2018	2021
Forth Valley Carer Strategy, 2017-2020	2017	2020
National Improvement Framework Plan	August 2018	August 2019
Health and Wellbeing Strategy	2017-22	2022
Learning Estate Strategy	2016	December 2019
Community Learning and Development Plan	2018-21	2021
Sport and Active Living Strategy	2018-28	2028
Scottish Attainment Programme Plan	March 2019	March 2020
Anti Bullying Strategy	June 2019	2022

2 KEY ISSUES FOR THE SERVICE

Context

Particular areas of pressure for Children's Services during 2019-20 include:

- Higher than average incidences of looked after children and child protection cases, often due to areas of significant deprivation, and parental drug and alcohol misuse;
- Increasing numbers of children with additional support needs in schools
- Legislative requirement to expand the provision of early years' provision from 600 to 1140 hours per year, per child, by 2020;
- Challenges around the continued reserve of supply and permanent teachers.
- Reform of Community Justice designed to deliver community based responses and improved outcomes for victims, people who offend, their families and the wider public (in accordance with Community Planning Partnerships).
- Increased emphasis on Public Protection incorporating Child Protection, Adult Support and Protection, substance misuse, gender-based violence and Multi-Agency Public Protection Arrangements in respect of Community Justice.

Health and Wellbeing

- 15.5% of our children live in families with limited resources [defined as combined low income & not being able to afford certain basic necessities] (Scottish average is 20.7%)
- Clackmannanshire has the second highest rate of teenage pregnancies across Scotland (under 16 years)
- Recent Police Scotland data indicates that Clackmannanshire has the highest rate of Domestic Abuse across Scotland (162 per 10,000 population)
- High rate of alcohol consumption among young people (more than double the national weekly rate)

Attainment

- Attainment in the Broad General Education (P1-S3) remains below the Scottish average in a number of areas of Literacy and Numeracy, and at some stages, but is an improving trend both in Primary and Secondary
- When compared to other areas with similar levels of deprivation, Clackmannanshire Secondary School leavers are achieving higher at Level 5 and Level 6 Literacy
- Senior Phase attainment is showing a 3 year improving trend

Positive Destinations

- More school leavers from Clackmannanshire are entering a Positive Destination, an increase from 87.% to 93% in 2018/19, showing the highest percentage increase across Scotland
- A higher percentage of school leavers are entering Further Education and Higher Education

3 APPROACHES

Service Plans and performance information are available currently on the Council's website. We also use opportunities to proactively engage with the media to promote positive stories about the service. Performance information is available at a national level to enable comparisons and benchmarking. The Service uses qualitative and quantitative data to evaluate performance and inform service improvement.

The Education Service has developed its Strategy for Research and Evaluation, which sits alongside the Self Evaluation Framework and Communications Plan. These three key documents are inter connected and support the service planning cycle.
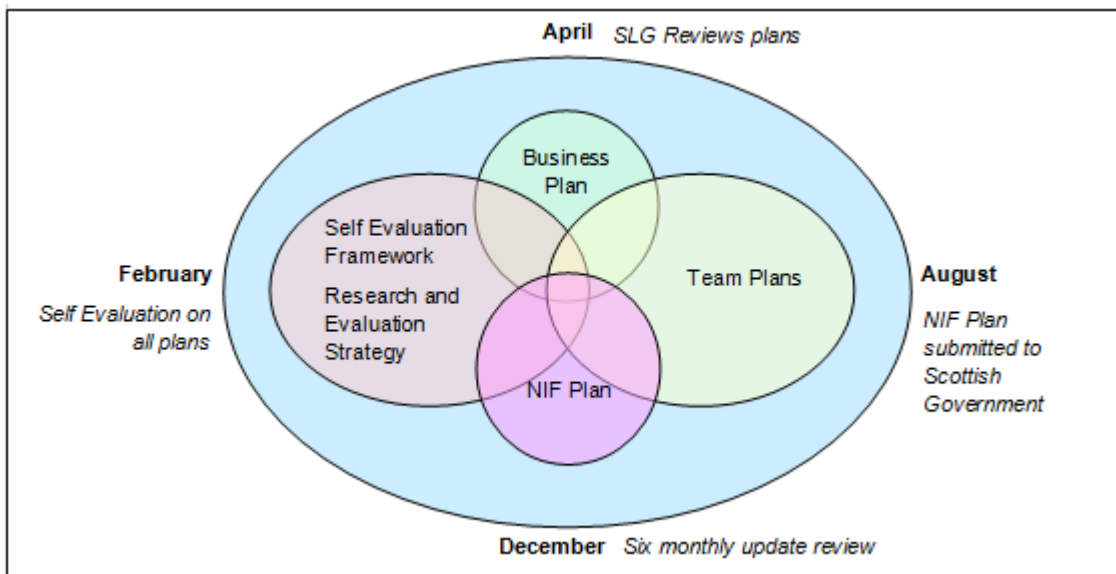
As we progress with the delivery of this business plan outcomes data will be considered together with data about costs and activities to assist us to make decisions about future investment. There is also recognition of the need to enhance our capacity for quality assurance across the Service including ensuring that all core policies and procedures are updated and fit for purpose. This will ensure that all front-line staff have a thorough understanding of the policies, procedures and standards for their service area.

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

The People Service has mechanisms in place to engage with customers and stakeholders in a number of ways that reflect the Council's values, primarily: *Be the Customer*. We publicise plans and performance information and engage with those who use our services to obtain feedback. In addition to this, and in conjunction with our partners, the Service performs a role in raising public awareness in relation to Public Protection and associated community safety initiatives.

The Service also convenes consultation events with service users and throughout the course of the year and hosts sessions and workshops in conjunction with local providers to obtain feedback from service users about processes and procedures and areas for improvement. Participation Strategies are in place for registered services and are being developed more broadly as part of the Council's aims to promote and enhance community involvement.

3.2 WORKFORCE PLANNING AND DEVELOPMENT

The Strategic Workforce Plan is in place to ensure that services have the right mix of staff, in sufficient numbers, and with the knowledge and skills to do their job effectively. The People service will work together with other portfolios in the Council to ensure a consistent approach to workforce and succession planning. People service priorities in relation to workforce planning and development are integrated with the business planning process.

In Education, the Senior Leadership Team will ensure there is an appropriate level of staffing to deliver on the requirements of emerging policy developments relating to for example the Attainment Challenge, Pupil Equity Fund, and increasing early years provisions. They ensure systems are in place that support:

- **The transition from GTCS (General Teaching Council for Scotland) Provisional Registration to Full Registration** for Probationers who work in schools in Clackmannanshire. We have recruited a centre-based Probationer Supporter with responsibility for working with Probationers and their school-based supporters. This has enabled the service to ensure equity and fairness in terms of support for all newly qualified teachers. This has also helped to ensure consistent standards/expectations and increased understanding of the GTCS Standard for Full Registration, which supports fully registered teachers to participate in the Employee Review and Development process. Liaison between school Probationer Supporters and colleagues at centre has developed stronger partnership working.
- **Employee Review and Development (ERD)** provides colleagues with a meaningful opportunity to reflect on their knowledge, skills and professional values and lies at the heart of the service's improvement process. The Education Service in Clackmannanshire Council is currently trialling the process for Headteachers on ITrent, with a view to rolling this out to all staff.
- **Recruitment of high quality teachers and leaders** who are equipped to provide a meaningful educational experience for children and young people is an essential goal of the service. For class teachers, this involves observation of their classroom practice, followed by an interview, during which candidates have an opportunity to reflect critically on the lesson they taught. For senior leaders in the centre-based team and in educational establishments, candidates take part in an Assessment Centre which includes four activities that explore aspects of the role they hope to undertake, as well as a school visit where they are interviewed by pupils and staff.
- **Leadership Development**
  The Preparing for Leadership programme is aimed at class teachers and early learning and childcare workers aspiring to leadership roles. It ran for the first time in session 2018/19. Following feedback, adaptions will be made for 2019/20.
- **The Improvement Partnership Professional Learning Programme** (formerly Central Scotland Partnership) continues to offer a programme of short courses that will take place during Session 2019/20. These explore leadership for a wide range of practitioners.
- **The Regional Improvement Collaborative Professional Learning Steering Group** has devised a series of events for staff in a range of roles in education- these will take place later in Session 2019/20. The events will provide opportunities to hear from speakers from our own and other partnership authorities, as well as colleagues from Education Scotland.

3.3 MANAGING SERVICE PERFORMANCE

We have a relentless focus on improving outcomes and of studying and evaluating what difference our actions are making to children's lives.

We have a robust planning methodology, which ensures that there is a clear rationale for each action with defined outcomes and a measurement plan for evidencing impact. This is replicated in the Delivery Plan tables.

Our vision for children in Clackmannanshire is that they are skilled and well prepared for life, work and future learning, with a bright, positive future ahead of them. As part of this vision we will work to minimise the effects of child poverty and raise attainment for all children.

Our theory of change and improvement in Clackmannanshire is based on working as a family, collaborating at cluster and local level and with partners, and by always putting children first, at the centre of everything we do.

Our People performance indicators are outlined below:

Early Years
- Cost per pre-school education registration
- Funded Early Years provision graded good or better

Attainment
- 4th year pupils gaining 5+ awards at level 5 or above
- 5th year pupils gaining 5+ awards at level 6 or above
- 4th year pupils from deprived areas gaining 5+ awards at level 5 or above
- 5th year pupils from deprived areas gaining 5+ awards at level 6 or above
- Average tariff score in SIMD quintile 1 (most deprived)
- Average tariff score in SIMD quintile 2 (2nd most deprived)
- Average tariff score in SIMD quintile 3 (middle)
- Average tariff score in SIMD quintile 4 (2nd least deprived)
- Average tariff score in SIMD quintile 5 (least deprived)
- Overall average tariff score – all pupils

Schools
- Cost per primary school pupil
- Cost per secondary school pupil
- Average working days lost through sickness absence per teacher
- School attendance - all pupils
- School attendance - Looked After Children
- School exclusions - all pupils (per 1,000 pupils)
- School exclusions - Looked After Children (per 1,000 Looked After Children)
- School leavers entering positive destinations
- 16-19 year-olds participating in employment, education or training
- Satisfaction with schools (3 year average)

Child Care
- Cost of Looked After Children in residential care per child per week
- Cost of Looked After Children in the community per child per week
- Looked After Children being cared for in the community
- Looked After Children with more than 1 placement in the last year
- Child Protection re-registrations within 18 months
- Children meeting expected developmental milestones at 27-30 month health review

4   DELIVERY PLAN

Business Plan 2019-20
Overarching priorities:

Code	ACTION	Impact	By When	Lead
PS 001	Design and implement new Organisational Structure for the People Service	Clear accountabilities; increased efficiency; financial savings; safe delivery of statutory services; risk-based approach to priorities.	28/02/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS002	Develop strategies to enable earlier, more effective intervention for children and families particularly where parental drug and alcohol misuse and neglect are key factors.	Early intervention; best value services; partnership and collaboration; more integrated outcomes for children and families.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS003	Develop proposals to transform how People services delivers more effective family support services	Best value services; community engagement; streamlined assets; partnership and collaboration; more integrated outcomes for children and families.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS004	Research, develop and implement programme to provide focused and integrated mental health services.	Best value services; community engagement; partnership and collaboration; more integrated outcomes for children and families.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS005	Reinvigorate Children and Young People's Strategic focus, priorities and performance in line with expiry of Children and Young People plan in 2020.	Opportunities for collaboration and integration; better outcomes for children and families; more informed data on delivery of meaningful outcomes.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS006	Proactively seek to achieve reductions in sickness absence and improve employee wellbeing across the People directorate	Increased staff engagement, financial savings, increased productivity.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer

Education Service Business Plan 2019-20
Priority 1
Improvement in attainment, particularly in literacy and numeracy
- Support children to be ready for learning
- Increase opportunities for teachers to collaborate and increase their professional capacity
- Empower and support school leaders
- Increase innovative and nurturing approaches to improve behaviour, attendance and achievement

Code	KPI	2016/17 Value	2017/18 Value	2018-19 Value	Lead
EDU BGE 01	% Children achieving expected levels of CfE	71%	78%	81%	Lorraine Sanda
EDU SPH 02	% Young people achieving at SCQF Levels in Literacy and Numeracy (Level 4, 5 & 6)	64.6%	64.6%	68%	Lorraine Sanda
EDU ELC 06	Inspection / VSE rating for Early Years establishments, schools and services (no of inspections rated satisfactory or above)	100	100	100	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU SPH 19 09	A Numeracy Plan is further developed and implemented in liaison with RIC numeracy officers to enhance Clackmannanshire CLPL and direct school support. A targeted approach to 2nd Level attainment in numeracy in BGE is implemented (covering BGE and Senior Phase).	Teachers better understand and have strategies to identify and address gaps in Children's Numeracy development through the BGE and Senior Phase. Progression in Numeracy Attainment improves.	30/06/2020	Adrienne Aitken

Code	Action	Impact	By When	Lead
EDU ELC 19 24	All early learning and childcare establishments are effectively using e-learning journals to track and monitor children's learning.	Early Interventions will have improved the children's learning. Increase in attainment at Early Level.	30/06/2020	Kirsteen Carmichael
EDU ELC 19 25	Training around Early Level Numeracy Trajectories is developed and delivered.	Increase in attainment at Early Level.	30/06/2020	Stacy McAllister
EDU ELC 19 10	Additional graduates will continue to develop literacy and numeracy.	The children's literacy and numeracy skills will be improved. Improvements in literacy and numeracy at Early Level	30/06/2020	Kirsteen Carmichael
EDU BGE 19 55	The Equitable Literacy programme is further developed and is led by Headteachers in partnership with Professor Sue Ellis and the Improving Outcomes Literacy Principal Teachers. Literacy is further developed in reading to support transition from P7 to S1.	The % of Children achieving expected levels of attainment in literacy will improve. Data from TPJ will evidence impact.	30/06/2020	Emma McFarlane and Emma Ritchie
EDU BGE 19 50	A targeted action plan is developed to collaborate with school staff to identify children and young people who are living in poverty to ensure they are being supported in their learning	The poverty related attainment gap across all cohorts by the end of the academic year reduces The percentage difference of CfE achievement levels at BGE level reduces The percentage gap for achievement of SCQF qualifications at senior level reduces	30/06/2020	Cathy Forsyth
EDU SPH 19 49	All establishments are supported to use data tools to effectively target pupils with the appropriate intervention.	To ensure overall attainment levels are raised by the end of the academic year - - at BGE level, an increase in CfE achievement and, - at senior level, an increase in SCQF qualifications.	30/06/2020	Cathy Forsyth

Code	Action	Impact	By When	Lead
EDU SPH 19 41	A Digital Learning Strategy is developed and implemented to increase the offer of flexible and individualised online pathways for children and young people	A digital culture is embedded across all establishments	30/06/2020	Lorraine Sanda
EDU SPH 19 38	FLIP + (Flexible Learning, Individual Pathways) programmes are developed, and promoted to address barriers to learning	The % of Children achieving expected levels of attainment in literacy and numeracy will improve. FLIP+ - make progress	31/12/2019	Julie-Anne Miller
EDU SPH 19 40	Community Learning and Development digital resources for learners in school and wider community are developed and implemented.	The % of children achieving expected levels of attainment in literacy and numeracy will improve.	30/06/2020	Mary Fox
EDU BGE 19 42	The S1 - S3 Curriculum is further reviewed in all secondary schools to ensure a broader range of pathways available.	Progression from S1-S3 improves, and progress to Senior Phase. Attainment levels improve.	30/06/2020	Leigh Graham
EDU BGE 19 43	Early Learning and Childcare Reviews are carried out, including funded providers, to ensure quality provision.	All children have high quality experiences. Funded providers including local authority nurseries, private providers and childminders provide a quality provision.	30/06/2020	Kirsteen Carmichael
EDU BGE 19 11	CLPL is delivered on Assessment and Moderation to all practitioners in line with Assessment and Moderation Strategy.	Feedback from practitioners who undertake this CLPL is positive. Assessment and Moderation improves.	30/06/2020	Leigh Graham
EDU BGE 19 44	An Exit Strategy for the Scottish Attainment Challenge is developed, reflecting research from University of Strathclyde and internal evaluation.	Feedback from Scottish Government is positive.	30/06/2020	Cathy Quinn
EDU BGE 19 01	A Workforce Plan is developed to ensure that resources are managed and deployed to minimise risk to the Education Service.	Staffing levels are maintained	30/06/2020	Michael Boyle

Code	Action	Impact	By When	Lead
EDU BGE 19 02	The Clackmannanshire Way - an empowered, connected and self improving model of education delivery is developed to achieve excellence and equity for all children and young people	All children will have a high quality learning and teaching experience. Attainment will improve.	30/06/2020	Cathy Quinn
EDU SPH 19 12	The wider programme of CLPL opportunities for education staff in R4L is integrated	Teachers are more confident in using R4L strategies in the classroom. Children are more regulated and ready to learn.	30/06/2020	Whitney Barrett
EDU SPH 19 13	R4L Level Two and Three e-learning modules are developed and R4L podcast series continues to support educators to develop their practice in relation to wider SAC effective learning approaches.	Teachers are more confident in using R4L strategies in the classroom. Children are more regulated and ready to learn.	30/06/2020	Whitney Barrett
EDU BGE 19 31	A strategy is developed for identifying, tracking and monitoring of ELC progression from pre-school through to end of Early Level	Early Level Attainment improves Vocabulary Gap closes ELC Milestones are met	30/06/2020	Lorna Willows
EDU FIN 19 06	Absence Management procedures in schools are rigorously implemented and monitored	iTrent Records Staff absence figures decrease	30/06/2020	Michael Boyle
EDU BGE 19 14	Regional Improvement Collaborative provides effective and appropriate CLPL which enriches our own Clackmannanshire programme	Uptake of RIC CLPL Reduction in cost of Authority CLPL Feedback from practitioners	30/06/2020	Emma McFarlane and Emma Ritchie
EDU FIN 19 56	The Estate Management Plan is finalised	School estate is well managed	30/06/2020	Eileen Turnbull

Priority 2
Closing the attainment gap between the most and least disadvantaged children
- Ensure barriers to learning are identified and addressed
- Help families and children who most need it
- Increase partnership working and support for most vulnerable / at risk children
- Improve planning and interventions for those with specific additional support needs

| Code | KPI | 2015/16 | 2016/17 | 2017/18 | 2018/19 | Lead |
		Value	Value	Value	Target	
EDU BGE 03	Attendance figures	92.58%	92.95%	92.8%	93.3%	Lorraine Sanda
EDU BGE 04	No of Exclusion incidents	242	212	19	19	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU ELC 19 15	The plan for increase to 1140 hours by 2020 will be communicated robustly with staff and parents/carers.	Parents/carers will be clear as to the options available to them from August 2020. Uptake in 1140 hours from August 2020.	30/06/2020	Kirsteen Carmichael
EDU SPH 19 26	The ASN Strategy is implemented to achieve Excellence and Equity for all.	Inclusion and Equity Outcomes and achievements improve for children with ASN	30/06/2020	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU ELC 19 16	Food, Families and Futures is rolled out further to provide after-school and holiday family engagement clubs, with support from partners and outside agencies to Close the Poverty Related Attainment Gap and tackle holiday hunger.	Children and their families develop the skills of food hygiene and preparation and have a healthy meal each session. Social networks for parents/carers will be developed promoting community engagement.	30/06/2020	Denise Penman
EDU SPH 19 17	In partnership with Columba 1400, Family Learning programmes are implemented that will identify and address the needs of parents/carers, children and young people.	Increase the number of family learning opportunities. Increase in parental engagement with schools from the families living in SIMD 1 & 2.	30/06/2020	Mary Fox
EDU ELC 19 04	The quality of Child Protection systems in educational establishments are reviewed and evaluated by planning and implementing a timetable of quality assurance visits.	Children's wellbeing will improve due to staff awareness of national and local guidelines and using agreed procedures.	30/06/2020	Helen Munro
EDU SPH 19 23	Reporting to parents is reviewed to ensure that parents are given information on their child's progress which allows them to support learning at home.	Parents agree that they are given meaningful and timely reports about their child's progress. Information provided by the school enables parents to support children's learning at home. Attainment improves.	30/06/2020	Diane Cherry / Judith Morrison
EDU SPH 19 45	Actions from Staged Intervention Reviews are taken forward to ensure Equality and Inclusion.	Audit will identify good practice and areas for improvement	30/06/2020	Audrey McCormick
EDU SPH 19 46	ASN Reviews are carried out in all secondaries and action plan developed.	Quality assurance review will identify good practice and areas for improvement.	30/06/2020	Audrey McCormick

Code	Action	Impact	By When	Lead
EDU SPH 19 39	A range of assessments, interventions and strategies are developed to minimise 'Concrete Concept Gaps' within children's development which impact on their ability to engage in effective learning approaches.	Teachers are more confident in using R4L strategies in the classroom. Children are more regulated and ready to learn.	30/06/2020	Whitney Barrett
EDU SPH 19 05	Practice in Restraint and Seclusion across all schools is reviewed.	All children are being supported and included in line with guidance. Staff CLPL needs are being met.	30/06/2020	Julie Anne Miller
EDU SPH 19 18	Plans to support Syrian Refugee Families and children when funding ceases, and plan for newly arrived families is in place.	Feedback from families and educators	30/06/2020	Kate Gibney
EDU SPH 19 51	A Business Case is developed for a Transformation Project to improve collaborative approaches for effective Family Support.	Families who most need it get co-ordinated and effective support when they need it.	30/06/2020	Lorraine Sanda
EDU SPH 19 36	Updated Autism / ASD Strategy is developed with Children's Services and Adult Services	Feedback from parents / staff / children and young people / Scottish Government	30/06/2020	Audrey McCormick
EDU SPH 19 37	Speech and Language Therapy is reviewed across Forth Valley	Cost Feedback from staff / parents / children and young people	30/06/2020	Lorraine Sanda
EDU SPH 19 08	Poverty Plan / Strategy for all schools is in place which reflects outcomes of Poverty Summit	School Improvement Plans Standards and Quality Reports	30/06/2020	Improving Outcomes Managers

Priority 3

Improvement in children's and young people's health and wellbeing
- Provide access to wellbeing support and advice in schools for those at risk and who most need it
- Provide easy access to sport and leisure activities, addressing any barriers to participation related to poverty or family circumstances
- Promote sexual health
- Minimise the misuse of drugs, alcohol & tobacco

Code	KPI	2015/16 Value	2016/17 Value	2017/18 Value	2018/19 Target	Lead
EDU BGE 07	No. of children taking part in sport / physical activity out of school	_	_	_		Lorraine Sanda
EDU SPH 08	Teenage Pregnancy levels (women aged under 20 years)	45.8 per 1000 women (2015)	_	_	32.4 (Scottish average)	Lorraine Sanda
EDU SPH 09	Rates of weekly drinking	30.7	_	_	11.6	Lorraine Sanda
EDU BGE 10	% of children and young people who report 'enjoying being in school today'	68% (primary)	_	71% (primary & secondary)		Lorraine Sanda
EDU BGE 11	% of children and young people who agree with the statement 'I enjoy my life'	84% (primary)	_	79% (primary & secondary)		Lorraine Sanda
EDU SPH 13	C&YP with conduct causing serious concern	21	18	23	20	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU BGE 19 47	The Health and Wellbeing Strategy is implemented across ELC and schools with priority actions identified during HWB audit.	Health and Wellbeing survey indicators improve .	30/06/2020	Kaye Hills
EDU SPH 19 48	The LGBTi Charter, Gold standard is achieved across education services.	Young people from the LGBTi community are more confident and ready for learning	31/12/2020	Mary Fox
EDU SPH 19 52	A Business Case is developed for a Transformation Project to improve Mental Health for Children and Families	Service delivery improves	30/06/2020	Lorraine Sanda
EDU SPH 19 53	A pilot of the MASH Project is carried out to consider how services for children and families can be improved as a result of partnership working	Service delivery improves Partnership working is further developed	30/06/2020	Lorraine Sanda
EDU SPH 19 54	A Transformation Project is carried out on the approach to reshaping services on Alcohol and Drugs for children and young people	Service delivery improves	30/06/2020	Lorraine Sanda
EDU FIN 10 03	Schools / parents are adapting their travel plans to minimise costs, improve health and wellbeing and environmental targets.	Active Travel Records No. of pre school children who can pedal a bike by the end of P1 increases 'Bikeability' awards increase No. of participants in 'Walk once a week' Programme increases 'Cycle Friendly School' awards increases 'Hands Up' survey results improve	30/06/2020	Michael Boyle

Code	Action	Impact	By When	Lead
EDU FIN 19 07	Deliver (PEPASS), PE, Physical Activity and School Sport across all Clackmannanshire establishments focussing on; Leadership, links from primary to secondary school, and sports competitions including pupils with Additional Support Needs	Required amount of PE across all school is delivered Gold School Sports Awards are maintained % of schools participating in Active Schools programme Pupils participating in sports competitions and festivals Pupils achieving leadership qualifications	30/06/2020	Marjorie MacFarlane
EDU SPH 19 33	MCR Pathways are introduced in all Secondary Schools for care experienced and vulnerable young people	LAC attainment, attendance and positive destinations improve	30/06/2020	Lorraine Sanda

Priority 4

Improvement in employability skills and sustained positive destinations for all young people

- Increase numbers in employment, education or training
- Improve partnership working with employers, families and communities
- Reduce youth offending behaviour
- Increase young people's participation, voice and influence

Code	KPI	2015/16	2016/17	2017/18	2018/19	Lead
		Value	Value	Value	Target	
EDU SPH 12	No. of Awards achieved by young people by end of Senior Phase	_	_	_		Lorraine Sanda
EDU SPH 14	No. of C&YP volunteering at school and in the community	_	_	_		Lorraine Sanda
EDU SPH 15	Positive Destinations	90.2%	86.9%	93.0%	93.7%	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU SPH 19 22	Schools and Early Learning settings are supported and challenged to implement improvement actions from the National Action Plan for Parental Involvement and Engagement : Learning Together.	Parents are supported to be fully involved in the life and work of their children's early learning and childcare setting or school. Attainment improves. Parent Survey Indicators improve.	30/06/2020	Diane Cherry / Judith Morrison
EDU SPH 19 27	The Foundation Apprenticeship programme is supported to improve employability skills of young people.	Uptake of FAs improves Council and Partnership places increase Success in completion of FAs improve	30/06/2020	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU SPH 19 29	The DyW Action Plan and No One Left Behind Plans are developed to improve employability skills.	Activity Agreement figures improve Initial and Positive Destination figures improve	30/06/2020	Lorraine Sanda
EDU SPH 19 28	The transition period for Activity Agreements through 'No One Left Behind' employability framework is managed.	Increase in sustained positive destinations for young people aged 16 – 19 years	30/06/2020	Mary Fox
EDU SPH 19 30	A programme for senior phase experience of work and volunteer opportunities is developed across the Community Learning and Development sector.	Young people will develop employability skills.	30/04/2020	Mary Fox
EDU SPH 19 20	The Children and Youth Engagement Plan is developed, building on the CYP Standards for Participation and Engagement.	Increase in percentage of young people who feel that their views and opinions are listened to and acted upon and the youth voice is effective.	31/12/2019	Mary Fox
EDU SPH 19 21	The 2018 – 21 Community Learning and Development Plan is implemented	Actions from CLD Inspection are implemented CLD data gathering plan	30/04/2020	Mary Fox
EDU SPH 19 19	Develop the Parent Council Chairs Forum to play more effective role in strategic development of the Education Service	Feedback from Parent Council Chairs	30/06/2020	Lorraine Sanda
EDU SPH 19 32	A long term STEM Plan is developed to meet the needs of the City Deal and improve employability in Clackmannanshire	Uptake of CLPL in STEM. Confidence of Primary teachers. Partnerships with industry/business	30/06/2020	Lorraine Sanda
EDU BGE 19 34	1+2 Languages are available in line with Scottish Government policy	School Improvement Plans. Uptake of languages	30/06/2020	Adrienne Aitken
EDU SPH 19 35	Strategic Partnership with SFRA, Police Scotland and other Alliance Partners are developed to improve partnership working and outcomes for children, young people and families	Attendance Improves. Positive destinations increase. Feedback from the community	30/06/2020	Lorraine Sanda

Social Service and Criminal Justice Business Plan 2019-20

Priority 1: Review internal staffing capacity, progress and implement structure to ensure the safe delivery of services.

Code	Action	Impact	By When	Lead
SSCJ 001	Progress internal and/or external capacity review, with a particular focus at team leader level.	Ensure resource requirements assure safe delivery of services; Ensure statutory compliance.	31/12/2019	CSWO
SSCJ 002	Redesign the functions of strategic commissioning, policy and planning, risk, and performance reporting across the department.	Stabilise leadership, ensure clear accountabilities and routes for escalation are in place. Reduce risk, enable early intervention, and ensure statutory compliance.	31/03/2020	CSWO
SSCJ 003	Review resource requirements in accordance with service restructure and the workforce plan (link to risk and priorities)	Safe delivery of statutory services; aligned resource to corporate priorities; perceived financial savings.	31/12/2019	Strategic Director/ CSWO
SSCJ 004	Devise and implement Commissioning framework for Children's and Justice Services	Ensure statutory compliance and better quality/ outcomes.	31/03/2020	CSWO
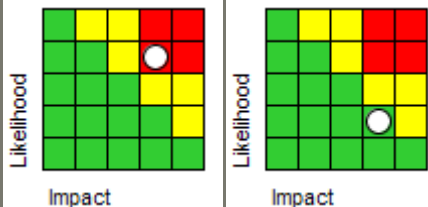
Priority 2: Improve quality of assessments, our use of data and the quality/sharing of case records to ensure better services and outcomes are delivered.
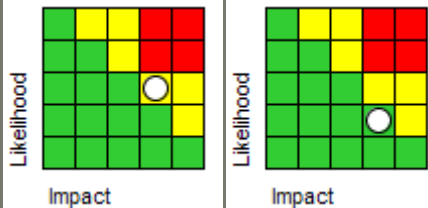
Code	Action	Impact	By When	Lead
SSCJ 005	Develop and progress proposals to replace social work IT system.	Short term investment for longer term saving; more efficient practices; more opportunity for collaboration and integration; streamlined processes.	31/12/2019	Children's services project manager
SSCJ 006	Support and improve approaches and planning to assessment and case management.	Workforce will be more skilled in leading assessments leading to better quality data and application of best practice.	31/03/2020	CSWO/
SSCJ 007	Embed consistent approaches to case recording, case load levels and quality assurance.	More consistent application of robust social work practice; enhanced quality of case reviews.	31/03/2020	CSWO
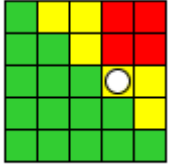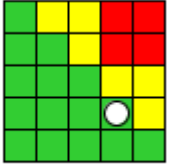
Priority 3: Strengthen internal approaches to learning, development and improvement.
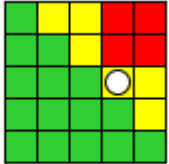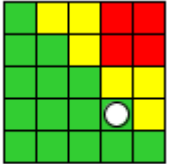
Code	Action	Impact	By When	Lead
SSCJ 008	Invest in workforce development, engaging with external consultants to facilitate learning sessions and embed strong approaches to social work practice.	Higher levels of skill and consistency at team leader level; more effective governance and scrutiny of practice; better skilled workforce.	31/03/2020	CSWO
SSCJ 009	Implement recommendations arising from Internal Case Review and Significant Case Reviews in the areas of child protection and the care system;	Higher quality processes; built in opportunities for improvement; enhanced reputation from stakeholders; more effective governance and scrutiny of practice; better skilled workforce.	31/12/2019	CSWO
SSCJ 010	Plan for shorter sentence assumptions by reviewing community services to address offending behaviour.	Change to service provision; enhanced community services; community engagement.	31/03/2020	Criminal Justice Manager
SSCJ 011	Set regular series of staff engagement sessions as a result of staff survey outcomes.	Improved staff engagement; strong leadership.	30/10/2019	CSWO
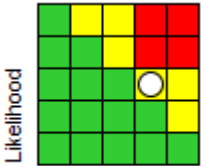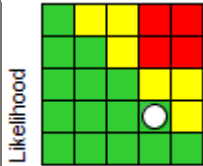
Service Risk Register

Risk	COU CRR 011 Harm to Child(ren)	Approach	Treat	Status	🛑	Managed By	Fiona McOmish	Current Score	16	Target Score	8

Description	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.
Potential Effect	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.
Latest Note	Children's Social Work services have embarked on a significant improvement journey, as outlined in the Corporate Parenting Strategy and related plans. A substantial level of service review has been undertaken across a wide range of areas, particularly focussing on workforce development. While these activities will reduce this risk in the future, the score is being increased at the moment to more accurately reflect the scale of the issues and the gaps in capacity currently being managed.

Related Actions	Develop and Implement a new Corporate Parenting Strategy for 2018/2021	Internal Controls	Child Protection Procedures
	People Business Plan 2019/20		Public Protection Forum
	Children's Services Plan 2017-2020		Child Protection Committee

Risk	COU CRR 048 Increasing Attainment Gap	Approach	Treat	Status	⚠️	Managed By	Anne Pearson	Current Score	12	Target Score	8

Description	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.
Potential Effect	Reputational damage, implications for audit/inspection findings and funding, and continued poor results in relation to school leaver destinations, participation and young people reaching their potential, with longer-term impacts in relation to social mobility, poverty, life chances and the economic growth of the area.
Latest Note	The Attainment Team has reviewed programmes, ceasing some and redesigning others. Improving Outcomes Principal Teachers are in post, and the Pupil Equity Fund plan has been aligned to Attainment Challenge outcomes. A Collaborative Research & Evaluation Strategy is in place, including work with 3 Universities. The Tapestry Partnership is delivering a bespoke programme and the Early Intervention Team has been redesigned.

Related Actions	Scottish Attainment Challenge Action Plan	Internal Controls	Education Senior Management Team
	People Business Plan 2019/20		Scottish Attainment Challenge
	Deliver actions linked to the Attainment Challenge and ensure that barriers to learning are identified early and addressed		National Improvement Framework

Risk	**EDU SRR 001 Impact of Budgetary/Financial Pressures**	Approach	Tolerate	Status	⚠	Managed By	Michael Boyle	Current Score	12	Target Score	8

Description	Clackmannanshire Council's block grant from central government has reduced every year since 2010/11 and will continue to do so for the foreseeable future.
Potential Effect	This will continue to impact on resources and the ability of Services to meet service demands.
Latest Note	

Related Actions		Internal Controls	Budget Strategy & Monitoring
			Audit Committee

Risk	**EDU SRR 002 Partnership Working**	Approach	Tolerate	Status	⚠	Managed By	Lorraine Sanda	Current Score	12	Target Score	8

Description	With the expansion of entitlement to Early Years provision to 1140 hours, partners' capacity to deliver may be stretched.
Potential Effect	This has the potential to adversely impact on their ability to provide and deliver effective services in partnership with Education.
Latest Note	

Related Actions	An Early Learning and Childcare Academy is set up to deliver SVQ Programme for Assessors	Internal Controls	Service Level Agreements & Contracts
	Impact of Early Learning and Childcare providers delivering extra hours is evaluated		Early Years Partnership
	Early Learning and Childcare 1140 hours expansion plan is developed		

101

Risk	**EDU SRR 003 Leadership Recruitment & Retention**	Approach	Tolerate	Status	⚠	Managed By	Cathy Quinn	Current Score	12	Target Score	8

Description	The Service may struggle to recruit and retain senior leaders within schools due to the national shortage of people willing to undertake such roles
Potential Effect	Lack of leaders in promoted posts, and pressure on other staff members
Latest Note	

Related Actions	Leadership and CLPL Programmes are implemented, supporting probationers, teacher, early Learning and Childcare staff, Principal Teachers, Depute Head Teachers, Head Teachers and Classroom Assistants	Internal Controls	Recruitment & Retention Policy
	Mentoring and support mechanisms are set up for existing and new Head Teachers and SMTs		
	Leadership of Learning is delivered in partnership with University of Stirling (SAC) & SCEL		

Place

Business Plan 2019-20

1	SERVICE OVERVIEW
1.1	**DIRECTORATE OBJECTIVES**

Our Vision

We will be a valued, responsive, creative organisation through collaboration inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Outcomes

- Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.

- Our communities will be resilient and empowered so that they can thrive and flourish.

- Our families, children and young people will have the best possible start in life.

- Women and girls will be confident and aspirational, and achieve their full potential.

Our Priorities

- Inclusive Growth, Jobs & Employability

- Reducing Child Poverty

- Raising Attainment

- Sustainable Health & Social Care

- Empower Families & Communities

- Organisational Transformation

Our Values

- **Be the customer** – Listen to our customers; communicate honestly and with respect and integrity.

- **Be the team** – Respect each other and work collectively for the common good.

- **Be the leader** – Make things happen, focussing always on our vision and outcomes and deliver high standards of people leadership and corporate governance.

- **Be the collaborator** – Work collaboratively with our partners and communities to deliver our vision and outcomes.

- **Be the innovator** – Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.

- **Be the future** – Work always towards ensuring that we deliver our vision and live our values so that we become a valued, responsive Council with a reputation for innovation and creativity.
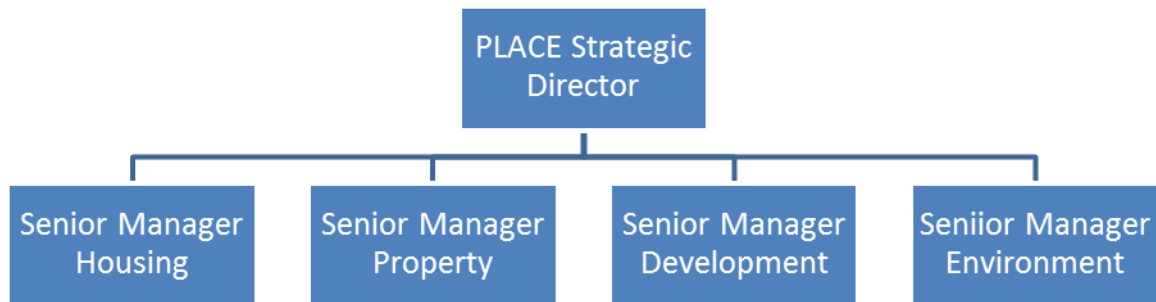
The Housing (Scotland) Act, 1987 sets out the statutory requirement for all local authorities to maintain a dedicated housing revenue account for their housing stock. The Housing Revenue Account (HRA) is used to provide tenants of Council owned housing with the maximum benefit from their rents and ultimately the best standards of service. Being a dedicated account, the HRA is ring-fenced, with income from rents meeting all expenditure on properties occupied by Council tenants.

The remainder of the Place directorate is funded through the General Fund budget. This includes Property, Development and Environmental Services, along with Housing services such as Homelessness and Housing Strategy. These areas are all subject to significant budget challenge and consultation to reduce budgets, focussing predominantly on fulfilling statutory duties.

HRA CAPITAL BUDGET	2019-20 £'000
Primary Building Elements	250
Secondary Building Elements	3,536
Energy efficiency	1,075
Modern facilities	800
Health, safe and secure	1,321
Non - AHQS	2,506
TOTAL CAPITAL INVESTMENT	**9,488**
Estimate House Sales to support Capital Investment	0
Borrowing to support Capital Investment	1,641

HRA REVENUE BUDGET	2019-20 £'000
Repairs and Maintenance	8,046
Supervision and Management	3,811
Capital Finance charges	2,871
Other	1,694
TOTAL GROSS EXPENDITURE	**16,422**
Total Income	-21,316
Surplus (deficit)	-4,894
Capital funded from current revenue surplus & reserves	7,847
HRA Uncommitted Reserves	787
HRA Total Outstanding Borrowing	23,656

Housing General Fund	2019-20 £'000s
Building Repairs & Maintenance	3,604
Property Administration	181
Homeless Accommodation & Admin.	126
Housing Support Team	123
Strategic Housing Authority	106
Anti Social Behaviour	17
Landlord Registration	-26
Housing Advice Services	7
Grand Total	**4,138**

Development and Environment Revenue Budget	2019-20 £'000s
Asset Management	0
Building Operations	2,015
Building Standards	-27
Catering	944
Catering Contracts	0
Development & Environmental	13
Economic Development	-115
Energy & Sustainability	187
Environmental Services	6,040
Facilities	1,580
Implementation	293
Land Services	43
Planning	183
Property Maintenance	0
Roads	638
Roads & Street Lighting	1,432
Grand Total	**13,226**

Exec Team Revenue Budget	2019-20 £000s
Executive Director	128

S&CS Revenue Budget	2019-20 £000's
Community Access Points	309
Receptions	68
Total	**377**

1.4   KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

There are a number of items that have already been subject to Committee approval this year including the Strategic Housing Investment Plan (SHIP) and changes to waste collection.

Strategy or Policy	Approved/ last reviewed	Date for review
Local Development Plan	2015	2020
Strategic Housing Investment Plan (SHIP)	2018	2019
Local Housing Strategy	2018	2023
Asset Management Plan – Public Buildings	*?*	*2020*
School Estate Strategy	*n/a*	*2019*
Rapid Re-housing	2019	2024
Waste collection (Household charter)	2015	2019
Scottish Housing Regulator Assurance Statement	2019	n/a
HRA Financial Business Planning Review (mid-cycle review)	2018	2020
Tenancy Management policies (Evictions, Short Scottish Secure Tenancies (SSST), Estate Management and Abandoned Properties)	2014/15	2019/20
Code of Practice for Litter and Refuse	*2019*	*tbc*
Smarter Choices Smarter Places (SCSP) strategy	n/a	2020
Sustainability and Climate Change strategy	2010	2020
Community Empowerment - Allotments and Food Growing Strategy	*2019*	*tbc*
Transport/Parking Strategy	*2019*	*tbc*
Road Assessment Management Plan	2018	2020
Local Transport Strategy	?	2019
Road Asset Safety Inspection (Risk Based Approach)	2012	2019

2   KEY ISSUES FOR THE SERVICE

Generally, the Place Service will be subject to significant challenges associated with organisational redesign during 2019/20. The appointment of a new Strategic Director (from 05/08/19) and impending appointment of 4 new Senior Managers creates both an opportunity and transitional challenge for the Place directorate.

The new Place Management Team will also require to contribute revenue budget savings as part of the corporate budget challenge exercise. Work has already commenced with identifying management efficiencies and initiation proposals are being formulated through the Corporate Transformation Programme in relation to potential policy based savings. Indeed, a particular effort will be required this financial year in order to advance the savings already approved in March 2019. This includes the reconfiguration of the Garden Waste collection service, full cost recovery in relation to Commercial Waste and generating additional income in relation to proposed accommodation sharing at Kilncraigs.

Thereafter, significant management resource will require to be applied to advance potential collaboration arrangements with adjoining authorities. In this respect projected savings have been identified in 2020/21 in relation to the delivery of Environmental Health Services, Soft FM functions, Stray Dog Kennelling facilities and, particularly, Waste and Roads Contract Services. Work has already commenced on all these workstreams but will depend largely on the willingness of potential partner authorities to work collaboratively. One specific option which is being explored in this regard is the opportunity to commercialise some of our contract services in order to generate income and enhance local employment opportunities.

The Place directorate will also be aiming to sustain recent improvements in sickness absence performance. It is anticipated that the dedicated Attendance Management Sub Group will remain a priority of the service management team.

Otherwise, the Place Service will continue to coordinate corporate property asset management including the Annual Property Review exercise. This will include review of any ongoing Community Asset Transfer requests and performance in achieving disposals agreed in the 2019/20 Property Review. The task of coordinating the Council's regeneration projects will also continue with a particular focus in 2019/20 on completing the Clackmannan project while also legally committing the agreed workstreams within the new Town Centre Regeneration Fund.

Finally, the directorate will continue to play an important role in taking forward the City Region Deal, particularly the SIEC project and associated Alloa West Masterplan.

Service leaders across Place have also raised their current challenges and the following priorities were identified :

Housing

- Full refresh and focus on tenant engagement, reflecting on feedback following 2019 Tenants Survey
- Complete and ensure corporate measures are in place to meet the new housing regulatory Assurance Statement requirements
- Rapid Rehousing implementation and continually review meeting Scottish Government objectives
- Implementation of Housing Contribution Statement actions

Property

- Internal trade resourcing, balancing work done in-house versus what can be done collaboratively with partners or not all
- Property Factoring, reflecting on the recommendations from the Scottish Parliamentary working group on Tenement Maintenance
- Property Contracts Unit (PCU) separate and stand-alone financial business plan, ensuring compliance with Guidance on the operation of the HRA is met
- Asset Management Strategy for Corporate Public Buildings
- Learning Estate Strategy
- Working towards ensuring compliance with Energy Efficiency Standard for Social Housing (EESSH)
- Implementation of building compliance review actions
- Soft FM financial budget challenge implications of roll out of Early learning and Childcare by 2020
- Spend To Save on Energy Projects

Development

- City Deal project implementation
- Decriminalised Parking Enforcement (DPE) and Parking Strategy
- Identify the implications for the Council of the Transport (Scotland) Bill
- Review of Local Development Plan
- New Planning legislation being progressed

- Implement proposed targets in new Climate Change (Scotland) Bill

Environment

- Withdrawal of the kerbside box collection scheme from August 2019

- Preparation for the 2021 Landfill Ban on household residual waste

- Ensuring fleet management legislative compliance

- Maintaining reasonable standards of performance in Grounds Maintenance, Street Cleaning and Burials Services within the context of reducing resources

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

In additional to those workstreams already mentioned above the Place directorate is also working towards a range of transformational projects during the course of the next financial year. These include;

- Housing and Property IT system incorporating public building asset management requirements. Service requires an integrated Asset Management Software to lead on Compliance, Repairs and building Information for Housing and Corporate Assets. At present this is not linked or connected and has led to a fragmented service and corporate risks as demonstrated by the HSE issuing the council with an improvement notice. Currently Housing work with a number of different systems including in-house designed databases and spreadsheets, which leads to duplication and disjointed information. One system which encompasses the Housing Options and Tenancy Management functions is essential in streamlining processes and the customer journey.

- The Housing service is exploring new analytical software tool, which has been introduced by other local authorities and Registered Social Landlords (RSL) and helps focus recovery action on tenants by using software algorithms that analyse tenant and customer payment behaviour built up from analysis of millions of transactions across the UK. This allows those organisations to focus on the correct caseload for their patch area. Some organisations have seen a reduction of around 16% of arrears in year 1 of usage and capacity and resources freed up to work closely with tenants on other value add activities. Reductions in current arrears and value are the best way for the council to minimise its former tenant arrears. Progression of the above tool will be subject to the transformational board approval as well as council's formal tendering and procurement process.

- Commercialisation, the directorate is looking to establish a short life task group to explore the different opportunities that exist across a wide range of services to develop commercial services. Purpose of group would be to assess which areas could provide the best income for the Council, balanced with the right level of risk. Examples include: funeral services, funeral catering, event catering, cleaning, facilities management services, gas boiler servicing, street lighting - maintenance for private car parks, building maintenance, vehicle

charging point installation, social work adaptations, trade waste services, roads capital works and sharing of services & capacity (e.g. with Bear or Amey).

- To procure a digital mail system for inbound and outbound mail. This would mean all in-bound mail is scanned and distributed to services electronically. Incorporating lessons learnt and benefits from the Council's revenues team ensure that outbound mail is also sent out electronically where possible, but if not then a third party can be engaged to print and post outbound mail. The system would allow for reduced business support and mail staff across the Council. Savings could also be realised in reduced transport requirements (mail van), reduced need for printing and associated costs. Efficiencies can be realised in processes, through tracking of mail, automated acknowledgements, improved integration with back office systems and improved work flowing of mail. There are a number of suppliers on the market with systems.

- Integrated assessment and support service, the Directorate is seeking to take forward (partially subject to rapid rehousing developments) the development of a service to work exclusively with "high tariff" clients who circulate from crisis led service to crisis led service within the public sector. To focus on early intervention and diversion from crisis and thus avoid the need for expensive interventions. Such services share a core group of clients who can be easily identified because of the frequency of their contact. The immediate issue is often addressed but not the underlying issue meaning they will present again, often to another service. Develop a multi-agency team to identify and work with these clients.

- Explore collaboration on procurement with neighbouring local authorities e.g. Fife Council on void housing energy supplier.

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

Customers are key to the daily operation of our business. Much of the Directorate was formally accredited under the Charter Mark and Customer Service Excellence schemes. Across the Place directorate, stakeholders are involved in the planning and decision making process of our business. In particular, Housing Services have a statutory duty to involve tenants in the decision making processes. To ensure this obligation is met tenant surveys are conducted on a regular basis and stakeholder involvement is a standard feature of how plans and strategies are developed. Some examples, of particular activity this financial year are listed below.

Housing

- 2019 tenant survey, requiring refreshed approach to tenant engagement with Federation playing a crucial stakeholder role
- Development of stakeholder group for Westhaugh
- Continued engagement with strategic partners in
  - Health and Social Care Partnership
  - Community Wellbeing and Safety Partnership

Property

- 2019 tenant survey in conjunction with Housing
- Repair satisfaction surveys
- Regular interaction with key corporate services

Development

- Alloa Town Centre - improvements to footways
- Development of stakeholder/management working groups:
  - Energy Master Plan/Local Heat and Energy Efficiency Strategy (LHEES)
  - Climate Change/Carbon Management Working Group
- Local Development Plan
- Transport/Parking Strategy - public consultation
- Regeneration Projects - public consultation

Environment

- Garden aid satisfaction
- Garden waste permit system
- Household Recycling Charter Compliance
- Deposit Return Scheme
- Kerbside Box Collections

3.2 WORKFORCE PLANNING AND DEVELOPMENT

Our approach to workforce planning will reflect the Council's Strategic Workforce Plan, approved by Council in June 2019. As such, our priorities are to :

- Create a positive and inclusive organisational culture;
- Have a sustainable and resilient workforce;

- Ensure our workforce feels supported, empowered, respected and engaged; and
- Ensure our workforce has the knowledge, skills and behaviours capable of meeting future demands.

Continuation of organisational redesign, deployment of the Council's vision and values, leadership development and development to develop and support good governance in areas such as information management, health and safety and procurement will be particularly important.

Attendance management is a corporate priority and there is a particular focus to improve performance. A dedicated "Attendance Management" sub group meets regularly with our HR Advisor to review performance and agree improvement actions. Recent efforts have contributed towards a marked reduction from a peak of almost 6 FTE days absence (Development & Environment) and 5.8 FTE days absence (Housing) in 1017 to 3.5 FTE and 2.3 FTE days respectively in Q1 2019.

Corporately, the annual target in recent years has been 12 FTE days lost through sickness absence per local government employee (exc. Teachers). This compares with a Scottish local authority average of some 11.4 FTE days (2017/18). The combined performance of pre-Place Services during 2018/19 was some 15.4 FTE days. Given recent sustained improvement in performance the target which the service intends to aim for in 2019/20 is 12.0 FTE days. This is ambitious but considered achievable and, if achieved, would help improve the Councils overall standing nationally.

3.3 MANAGING SERVICE PERFORMANCE

Across the directorate there are a range of embedded practices for managing and monitoring service performance. These practices vary across the directorate and different approaches are taken depending upon what is appropriate to each relevant area.
- Quarterly senior management meetings
- Staff briefing sessions focussing on performance
- Scottish Housing Quality Standard (SHQS)/Energy Efficiency Standard for Social Housing (EESSH) return as part of Social Housing Regulator's annual charter return
- Joint tenant satisfaction survey 2019
- Planning performance framework
- Review of Energy and Sustainability team KPI's
- Digital transformation

- Monthly internal Fleet performance meeting

- Monthly garden completion targets

- Health & Safety review

2017/18 Local Government Benchmarking Framework
Place Directorate Extract

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk

The full Local Government Benchmarking Framework was reported to Audit Committee on 07-Feb-2019 (https://clacks.gov.uk/document/meeting/289/871/6223.pdf). The framework covers a wide range of Council services, with this extract including only indicators for the Place directorate, to ensure visibility for all relevant Elected Members. For more information on service, Council and partnership performance, please visit: https://clacks.gov.uk/council/performance/.

Guidance

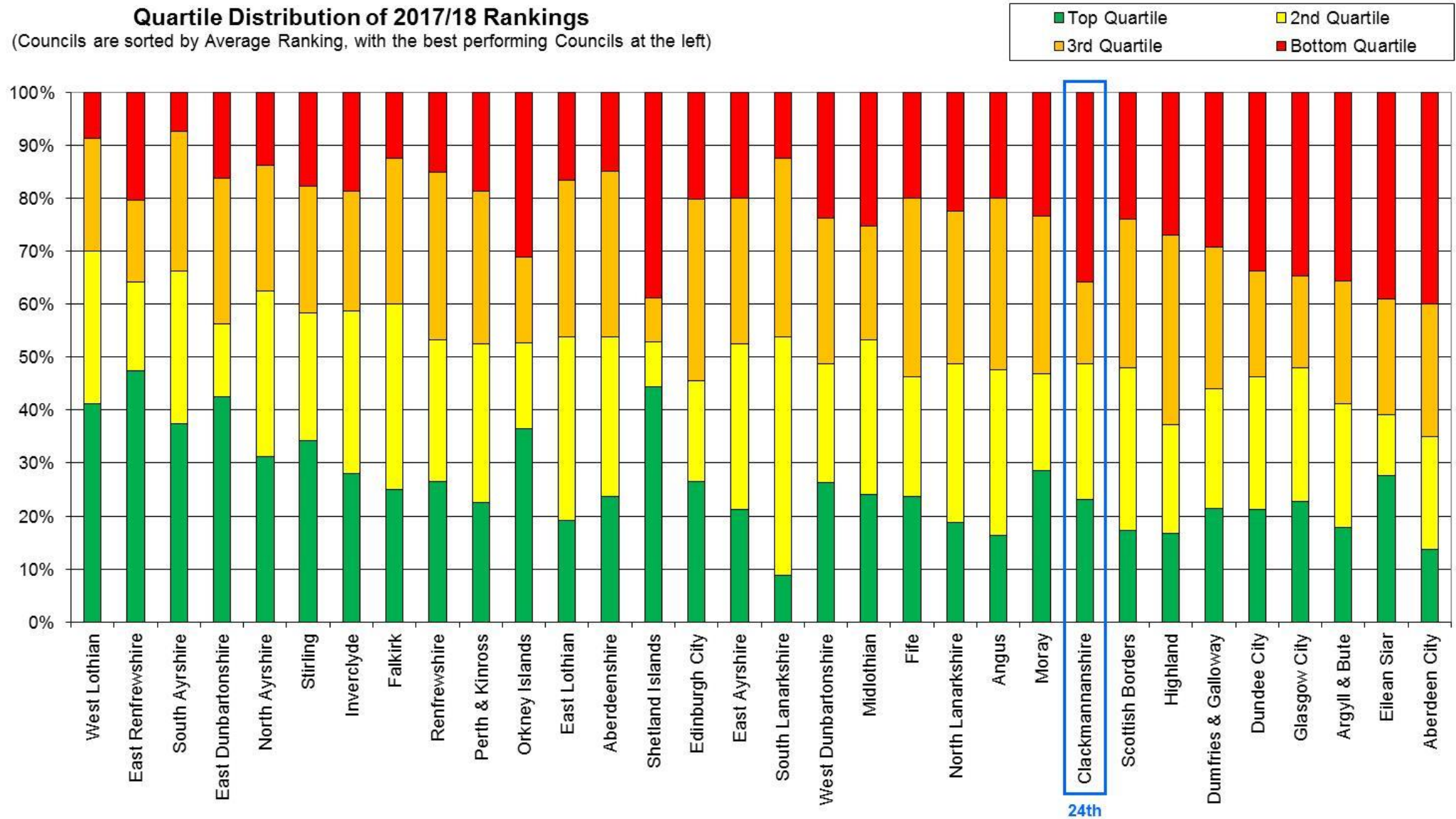|	
Services	Please note that service groupings under new Directorates are yet to be confirmed as part of the organisational restructure.
Status	Whether the target was met, taking into account a 'tolerance'. This highlights areas requiring attention, while those achieving (or close to) target remain green. ✓ Meeting target or within 5% △ 5 - 15% worse than target ⬡ >15% worse than target ? No target
Quartile	4 groupings of rankings, showing broadly how we performed in comparison to other local authorities. Quartile sizes may vary slightly if not all authorities report on an indicator. ▮▮▮▮ Top quartile - 1st to 8th place rankings ▮▮▮ 2nd quartile - 9th to 16th ▮▮ 3rd quartile - 17th to 24th ▮ Bottom quartile - 25th to 32nd ? No rank
Rank	A more detailed summary of performance in relation to other authorities. The best performance in Scotland is ranked 1st, and the poorest 32nd (low costs are considered better).
Trend	Whether performance has **improved** or **declined** since the previous year. In some areas, such as costs, the aim is to reduce values, but an upwards arrow still indicates that performance has improved. An upwards arrow for all indicators would be ideal, however, we cannot expect to improve in all areas. ⬆ Performance has improved ▬ Performance is consistent ⬇ Performance has declined ? Missing data for previous or current year
Years	The value achieved by Clackmannanshire Council in the financial year shown. Historical data (from 2010/11) is held for most indicators but some data is not available for all years shown. Where 17/18 data is not available (mostly biennial or Children's Social Work indicators published on 31-Mar-19), the summary shown is for 2016/17.

Summary

Service Area	Status (comparison to target)				Quartile (comparison to benchmarks)					Trend (comparison to previous)				Total
	✓	△	⬡	?	▮▮▮▮	▮▮▮	▮▮	▮	?	⬆	▬	⬇	?	
1. Waste Management	3	1			1	1	1	1		3		1		4
2. Street Cleaning	2	1				1	1	1		1		2		3
3. Parks & Open Spaces	2				1		1			1		1		2
4. Roads & Transportation	4		1			3	1	1				5		5
5. Regulatory Services	2				1	1				2				2
6. Development Planning	1		1	1		1		2		1	1	1		3
7. Economic Development	1	1		4		3	2		1	4		1	1	6
8. Housing	3				3					2	1			3
9. Asset Management	2				1	1						2		2
Total – Place Directorate	**20** **67%**	**3** **10%**	**2** **7%**	**5** **17%**	**7** **23%**	**11** **37%**	**6** **20%**	**5** **17%**	**1** **3%**	**14** **47%**	**4** **13%**	**11** **37%**	**1** **3%**	**30** **100%**
Total – Corporate (All Framework Indicators) (percentages don't always total 100% due to rounding)	**45** **56%**	**13** **16%**	**14** **18%**	**8** **10%**	**18** **23%**	**19** **24%**	**10** **13%**	**31** **39%**	**2** **3%**	**39** **49%**	**4** **5%**	**35** **44%**	**2** **3%**	**80** **100%**

Quartile Distribution of 2017/18 Rankings
(Councils are sorted by Average Ranking, with the best performing Councils at the left)

Legend:
- ■ Top Quartile
- ■ 2nd Quartile
- ■ 3rd Quartile
- ■ Bottom Quartile

Councils (left to right): West Lothian, East Renfrewshire, South Ayrshire, East Dunbartonshire, North Ayrshire, Stirling, Inverclyde, Falkirk, Renfrewshire, Perth & Kinross, Orkney Islands, East Lothian, Aberdeenshire, Shetland Islands, Edinburgh City, East Ayrshire, South Lanarkshire, West Dunbartonshire, Midlothian, Fife, North Lanarkshire, Angus, Moray, Clackmannanshire (24th), Scottish Borders, Highland, Dumfries & Galloway, Dundee City, Glasgow City, Argyll & Bute, Eilean Siar, Aberdeen City

The Place directorate performs better than the Council as a whole in both quartile distribution and average ranking. 62% of Place rankings were in the top 2 quartiles in 17/18, while corporately this was 47% (as shown above). Clackmannanshire's overall average ranking (across all framework indicators) declined from 12th in Scotland (15/16) to 24th, where it has remained in 17/18. The Place average ranking declined from 2nd in Scotland, to 8th, to 11th in 17/18. Therefore, while there is similar evidence of decline, this directorate continues to perform above average, both in comparison to other services, and other authorities.

	15/16	16/17	17/18
Clacks	**12th**	**24th**	**24th**
Place	2nd	8th	11th
H&C	3rd	9th	17th
P&P	26th	24th	19th
People	24th	28th	29th

1. Waste Management

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of refuse collection per premise	✓	£67		11	£66	⬆	**£56**	£67	£52	Drop consistent with efficiencies arising from change to three weekly residual waste collections.
Cost of refuse disposal per premise	✓	£104		19	£98	⬆	**£98**	£104	£105	Drop in disposal cost and increase in recycling rates consistent with behavioural change, encouraged by intervention strategies around improved recycling and reduced frequency of collections of landfill waste.
Household waste composted or recycled	✓	56.5%		3	45.6%	⬆	**59.5%**	56.5%	48.1%	
Satisfaction with refuse collection (3 year rolling average)	⚠	81.7%		25	78.7%	⬇	**77.0%**	84.3%	88.3%	While contributing to efficiency and cost, the 3-weekly landfill collection has generated a significant rise in complaints.

2. Street Cleaning

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of street cleaning per 1,000 population	✓	£13,007		18	£15,551	⬆	**£13,081**	£13,846	£13,084	Costs per head of population still below the Scottish average but standards have dropped.
Street cleanliness score (% 'acceptable')	✓	93.9%		16	92.2%	⬇	**93.5%**	94.7%	96.6%	Performance consistent with reduction in staff resources and high level of vehicle breakdown.
Satisfaction with street cleaning (3 year rolling average)	⚠	72.3%		28	69.7%	⬇	**62.7%**	76.7%	80.7%	Standards have dropped over 2-3 years, below average due mainly to vehicle breakdowns and reduced staff resources.

3. Parks & Open Spaces

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of parks & open spaces per 1,000 population	✓	£20,432		8	£19,814	⬆	**£13,955**	£26,446	£18,984	Capital works remained consistent but maintenance reduced due to ceasing to maintain land not owned by Council.
Satisfaction with parks & open spaces (3 year average)	✓	86.0%		17	85.7%	⬇	**87.0%**	88.0%	86.7%	Standards dropped slightly from last year due to budget constraints but still above Scottish average.

4. Roads & Transportation

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of maintenance per kilometre of road	⬤	£10,338		26	£10,547	⬇	**£17,697**	£16,676	£14,160	Includes capital spend therefore a higher cost per km highlights committed investment in this asset group.
A class roads that should be considered for treatment	✓	25.0%		14	30.2%	⬇	**25.1%**	22.2%	23.6%	Condition slightly down on 2016 relating to proportion on budget spent on network.
As above – B class roads	✓	30.0%		12	35.9%	⬇	**29.4%**	26.3%	28.5%	Variance due to only 50% of network being surveyed annually.
As above – C class roads	✓	30.0%		13	36.2%	⬇	**30.8%**	28.4%	32.5%	Variance due to only 50% of network being surveyed annually.
As above – Unclassified roads	✓	42.0%		24	39.0%	⬇	**41.9%**	41.8%	41.9%	Only 10% of network surveyed annually.

See page 1 for key to symbols (note that an upwards trend arrow ⬆ always means performance has improved, not necessarily that the value has increased)

5. Regulatory Services

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of Trading Standards per 1,000 population	✅	£3,725	▮▮▮▮	4	£5,890	⬆	**£2,430**	£2,921	£3,057	A re-structuring of the service has led to a slight reduction in management costs and therefore the cost of the service.
Cost of Environmental Health per 1,000 population	✅	£16,654	▮▮▮▯	15	£15,496	⬆	**£13,158**	£15,248	£11,974	Budget savings have continued to be made by the EH service. More generic roles have enable specialist posts to be reduced.

6. Development Planning

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost per local planning application	🛑	£4,565	▮▯▯▯	25	£4,819	⬇	**£6,598**	£5,734	£7,841	Variable depending on number of applications received by small planning team compared with Scotland average.
Average weeks to process commercial planning applications	✅	9.6	▮▮▮▯	12	9.3	⬆	**8.2**	9.5	6.1	Improved following performance focussing.
[1]Immediately available employment land (as % of land allocated for employment in Local Development Plan)	❓	-	▮▯▯▯	26	40.8%	▬	**9.1%**	9.1%	19.0%	Available land supply remains consistent and will be monitored in preparation of next Local Development Plan.

7. Economic Development

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
[1]Cost of Economic Development & Tourism per 1,000 population	❓	-	▮▮▮▯	16	£91,806	⬇	**£55,335**	£47,128	£33,119	This relates to expenditure as opposed to cost and includes capital as well as revenue. The net revenue budget for Economic Development has declined in recent years.
Unemployed people assisted into work via Council employability programmes	⚠	14.0%	▮▮▯▯	16[2]	14.4%	⬆	**12.5%**	9.5%	10.6%	Economic Development improved the proportion of unemployed people supported into work from 30% (16/17) to 34% (17/18). This is slightly above the Scotland rate (33%).
[1]Residents earning less than the Living Wage	❓	-	▮▮▯▯	16[2]	18.4%	⬆	**21.3%**	24.8%	24.6%	The figure shows improvement which is to be welcomed. It is still, however, worse than the Scottish average and earnings for women continue to be very low.
Business gateway startups per 10,000 population	✅	21.4	▮▮▮▯	10	16.8	⬆	**21.8**	21.4	20.6	Performance remains consistent.
[1]Town vacancy rate (vacant retail units as % of total units) - Alloa town centre only	❓	-	❓	-	11.5%	❓	**N/A**	5.9%	9.8%	Improvement Service declined to use the data gathered due to the methodology used to collect it.

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[1] Targets not set as these indicators were added to the framework over 6 months after the end of the reporting year. Targets will be set from 18/19 onwards.

[2] Quartile sizes can differ slightly – if data is available for all 32 authorities, 16th place is a 2nd quartile ranking, however, if fewer authorities report, 16th place is in the 3rd quartile.

See page 1 for key to symbols (note that an upwards trend arrow ⬆ always means performance has improved, not necessarily that the value has increased)   Page 17 of 26

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[1]Properties with Superfast Broadband	?	-	▮▮▮▯	14	91.1%	⬆	**93.7%**	92.0%	87.0%	A small improvement shown.

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8. Housing

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Average working days to complete non-emergency repairs	✅	7.1	▊▊▊▊	2	7.5	⬆	**4.1**	7.1	5.9	There has been a significant improvement in the average time taken to complete non emergency repairs. This is as a direct result of the improvements we have made to our processes.
Council housing meeting all Scottish Housing Quality Standard criteria	✅	100%	▊▊▊▊	6	93.9%	⬆	**97.7%**	97.3%	97.2%	Out of our current stock of 4911 properties, 4796 meet the SHQS. 59 are in abeyance and 56 fail SHQS. There are 4 kitchens and 55 door entry systems that cannot be upgraded due to either tenant or private owners refusing the work, these have been reported as in abeyance. Of the properties failing SHQS, 6 properties fail due to defective wall fabric, 2 failures due to structural issues and 48 failures are due to SDES failures within an area earmarked for potential demolition/ regeneration. Outside the properties earmarked for potential demolition located in Alva, the other SHQS Failures will be targeted as part of works planned for 2018/19.
Council houses that are 'energy efficient' (SHQS)	✅	100%	▊▊▊▊	1	97.2%	▬	**100%**	100%	100%	All Council Housing stock meets the requirement of the SHQS Energy Efficiency criteria. The Energy Efficiency Standard for Social Housing (EESSH) now supersedes this indicator. The target date to meet EESSH is 2020.

9. Asset Management

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Operational buildings suitable for current use	✅	85.0%	▊▊▊▫	14	81.0%	▬	**85.5%**	85.5%	85.3%	2017/18 matches last year. Expected to improve following further Capital Spending on the Primary Education Estate, currently underway in Alva PS, Clackmannan PS, Craigbank PS and Tullibody South Campus. Improved Monitoring and control of mandatory testing and certification, for items such as Fire Risk Assessments, Legionella and fixed wire electrical testing in operational buildings continues to be improved. Fire Risk improvements on various properties currently ongoing.
Council buildings in satisfactory condition (by floor area)	✅	95.0%	▊▊▊▊	6	86.3%	▬	**97.6%**	97.6%	97.6%	

2.3 Partnership & Performance – Revenues

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Rent arrears as a % of rent due in the year	🛑	7.5%	▊▫▫▫	22	6.7%	⬇	**9.1%**	8.4%	7.9%	Universal Credit is having an adverse affect on our ability to recover rent arrears. Clackmannanshire is now a full service area, meaning there has been an increase of UC cases of 83% since year end of 2016/17 (611 cases). The arrears total of UC cases is £455,914.35. From a sample we found that 48% of UC cases were not in arrears before claiming UC.

See page 1 for key to symbols (note that an upwards trend arrow ⬆ always means performance has improved, not necessarily that the value has increased)   Page 19 of 26

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| Rent loss due to empty (void) properties | ⚠ | 0.90% | ▮▮▯▯ | 17 | 0.89% | ⬆ | **0.99%** | 1.45% | 0.61% | The % of rent lost due to properties being empty has reduced. This is due to the improvements implemented by staff to reduce the time taken to carry out repairs and match the property to a suitable applicant. |

See page 1 for key to symbols (note that an upwards trend arrow ⬆ always means performance has improved, not necessarily that the value has increased)

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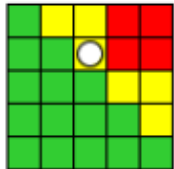
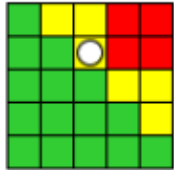***Improvement Actions :***

Code	Action	Impact	By When	Lead
	To acquire a fit for purpose IT system to encompass all Housing statutory, regulatory and customer delivery needs	Implement a fully integrated Housing IT system that supports core Housing Business	April 2020	Senior Manager Housing
	Transfer of travelling persons site to HRA	Tenants will receive a consistent service and continue to meet Government and regulatory standards	April 2020	Senior Manager Housing
	Implementation of Rapid Rehousing proposals	A refined approach to homelessness and temporary accommodation	Ongoing	Senior Manager Housing
	Asset Management Strategy for Corporate Public Buildings to be completed including stock condition surveys	Building Compliance for Corporate Buildings and Housing Assets are achieved, sustained and stringently managed to deliver value	tbc	Senior Manager Property
	Learning estate strategy		tbc	Senior Manager Property
	Parking Strategy including developing a Business Plan for the adoption of Decriminalised Parking Enforcement		tbc	Senior Manager Development
	Prepare and implement Community Engagement Plans to develop Town Centre Regeneration Projects: Alva 2018 – 2020		tbc	Senior Manager Development
	New IT – costing system		tbc	Senior Manager Environment
	Implement changes to waste collection services		tbc	Senior Manager Environment

5   RISK REGISTER

ID & Title	DAE SRR 100 Workforce Resources		Approach	Treat	Status	🔴	Managed By	Strategic Director (Place)	Target Rating	6	Current Rating	16
Description	Capacity to deal with peaks in workload, demands upon the service and service resilience due to workforce availability.											
Potential Effect	Service cannot demonstrate that it is effective, efficient and recognised for excellence.											
Related Actions	Organisational Redesign					Internal Controls		Performance Review & Development Process				
	Appoint Senior Managers							Attendance & Wellbeing Policy				
	Attendance Management Group							Interim Workforce Strategy				
Latest Note	Risks to service resilience have increased due to 60% vacancy rate within service senior management, reduced staff complement and workforce issues.											

ID & Title	HCS SBP 001 Resources Reduce Below Manageable Levels		Approach	Treat	Status	🔺	Managed By	Head of Housing & Community Safety	Current Rating	15
Description	Financial pressures worsen to a point where buildings, physical assets, technologies and supplier contracts can no longer be maintained, used or improved and staff numbers reduce to levels below the service's functional requirements.									
Potential Effect	Inability to complete required redesign and project work, disturbance to core service delivery and failure to fulfil fundamental goals and duties, with associated financial, legal and reputational implications, particularly if resource reductions coincide with increased demand.									
Related Actions	Review the HRA Financial Business Plan					Internal Controls		Interim Workforce Strategy		
	Implement the integrated Housing IT system									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

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ID & Title	HCS SBP 002	Loss of Staff Knowledge, Skills and / or Goodwill	Approach	Treat	Status	⚠	Managed By	Service Manager, Housing Management Operations	Current Rating	12

Description	The lack of a corporate approach to knowledge management leads to the loss of tacit information, knowledge and experience held by staff members as the workforce contracts due to reducing budgets, which also reduces ability to appropriately train and develop staff.
Potential Effect	Neglect of key or statutory duties if remaining staff are unaware of requirements or unequipped to fulfil them, increased pressure on staff, reduced satisfaction, morale and willingness to add value or contribute to improvement activities, complacency, lowered standards, increased absence and future recruitment difficulties.

Related Actions	Training records collated for full service and training plan established.	**Internal Controls**	Information Management Strategy
	Continue assessment of demand and current resource and skill base to address gaps.		

Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.

ID & Title	HCS SBP 003	Strategies Do Not Provide Cear, Deliverable Direction	Approach	Treat	Status	⚠	Managed By	Team Leader - Business Management	Current Rating	12

Description	Policies and strategies do not clearly set out realistic actions to achieve the required outcomes within appropriate timescales with available resource.
Potential Effect	Unfulfilled objectives, loss of balance between project work and core service delivery, resulting in backlog of unmet demand, or negative reports from regulatory bodies and closer future scrutiny, all with additional reputational damage.

Related Actions	Redesign Estate management service to focus on customer priorities.	**Internal Controls**	CMT & Committee Approval Process
	Review the Local Housing Strategy		
	Complete the Asset Management Plan 2018-2023		
	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.		

Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.

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ID & Title	HCS SBP 005	Missed Improvement Opportunities	Approach	Tolerate	Status	✅	Managed By	Service Manager Strategy & Revenues	Current Rating	9
Description	Opportunities for improving efficiency are not taken due to a risk averse culture, delays in senior management or elected member decision-making or a lack of long-term planning and vision to identify actions required now to ensure robust and sustainable services are in place to meet future needs.									
Potential Effect	Vanguard principles not rolled out to remaining teams leading to disjointed approaches and continuing inefficiency in areas where working practices require improvement, lack of action contributes to worsening resource pressures and standards fall below those in other authorities, and those expected by regulatory bodies.									
Related Actions	Review the HRA Financial Business Plan				Internal Controls	Making Clackmannanshire Better Programme				
						Vanguard Principles & Techniques				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 004	Focus on Transformation Rather Than Need	Approach	Tolerate	Status	✅	Managed By	Head of Housing & Community Safety	Current Rating	9
Description	Transformation itself becomes the goal, rather than addressing the reasons for which transformation is required, such as modernising working practices, exploiting emerging technologies, responding to changing demand, demographics, customer need and preferences etc.									
Potential Effect	Significant wasted resources and potential impact on productivity and service delivery, while new services and processes may not address the required issues with efficiency and effectiveness declining, rather than improving, and resulting failure to make savings or increase income.									
Related Actions	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.				Internal Controls	Vanguard Principles & Techniques				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 006	Lack Of Appropriate Governance or Scrutiny	Approach	Tolerate	Status	✅	Managed By	Team Leader - Business Management	Current Rating	6

Description	Failure to effectively manage performance or comply with corporate governance requirements during transitional periods of service redesign, or a lack of scrutiny from senior management or elected members during periods of political instability results in a governance failure.	
Potential Effect	Potential for harm to individuals and / or financial penalties from insurance claims or breaches of statutory duties, negative publicity and/or attention from audit/regulatory bodies.	
Related Actions	Housing Officers use the MCB improvement budget in consultation with local communities to maximise its impact.	Internal Controls	Governance & Audit Processes
			CMT & Committee Approval Process
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.	

ID & Title	HCS SBP 007	Strategies Do Not Meet Local / Corporate / National Needs	Approach	Tolerate	Status	✅	Managed By	Team Leader - Business Management	Current Rating	5

Description	Policies and strategies are not fit for purpose due to decisions not taking into account appropriate data, evidence or consultation information, or not being aligned to corporate, community planning or national goals and plans.	
Potential Effect	Focus on the wrong actions and / or outcomes, wasted time and money, duplication or contradiction of actions by other services or partners, failure to meet customer or statutory requirements, associated reputational and legal implications.	
Related Actions	Review the Housing Allocation Policy	Internal Controls	CMT & Committee Approval Process
	Review the Local Housing Strategy		
	Complete the Asset Management Plan 2018-2023		
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.	