



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

SCRUTINY COMMITTEE

THURSDAY 10TH SEPTEMBER 2009

Committee start time: 9.30 a.m.

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

All meetings of the Council, Committees and Sub-Committees are open to the press and public except where the press and public are excluded because of the nature of the business. However, unless there has been prior agreement, neither can make comment on any issue during the meeting or attempt to take part in the discussion.

For further information please contact Chief Executive's Service, Clackmannanshire Council, Greenfield, Alloa, FK10 2AD

(Tel 01259 452106) (Fax 01259 452230) (chiefexecutiveservice@clacks.gov.uk) (www.clacksweb.org.uk)

Date	Time
------	------

For office use only

SCRUTINY COMMITTEE

The Scrutiny Committee, subject to Council's approved policies, has responsibility for:

- Evaluating the effectiveness of the Council in terms of tackling Corporate Priorities through 6-monthly and year end monitoring reports.
 - Reviewing the collective Service Plans on an annual basis, evaluating priority areas and targets and to making recommendations to Council in advance of their approval.
 - Considering internal and external audit reports and pursuing issues of continuing or significant concern.
 - Reviewing and monitoring the Council's performance as a Best Value Council, including the consideration of Best Value and other performance reports.
 - Monitoring follow-up work in order to ensure that areas in need of improvement are addressed.
 - Highlighting good performance and exceptional achievement.
 - Agreeing an annual Scrutiny Plan (subject to the approval of the Council) to include the detail of the performance management framework and requirements for Service reports.
-

02 September 2009

A MEETING of the SCRUTINY COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, on THURSDAY 10TH SEPTEMBER 2009 at 9.30 am.

PETER J BROADFOOT
Head of Administration and Legal Services

B U S I N E S S

	Page No.
1. Apologies and Substitutions	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Confirm Minute of Meeting held on Wednesday 22 nd July 2009 (copy herewith)	01
4. Scrutiny Committee Action Plan (Copy herewith)	05
5. Single Outcome Agreement 2008/09: End of Year Progress Report - report by Head of Strategic Policy (Copy herewith)	09
6. Following the Public Pound - report by Head of Finance (Copy herewith)	61
7. Internal Audit Progress Report - 30 June 2009 - report by Senior Auditor (Copy herewith)	67
8. Statutory Performance Indicators 2008/09 - report by Head of Business Improvement & Technology Services (Copy herewith)	87
9. HMIE: Progress Reporting on Clackmannanshire's Joint Inspection of Services to Protect Children Reports, February 2008 and February 2009 - report by Head of Social Services & Chief Social Work Officer (Copy herewith)	111
10. Learning Centres and Learning Access Points - Number of Customers - report by Head of Education and Community Services (Copy herewith)	151

COMMITTEE MEMBERSHIP – SCRUTINY COMMITTEE

Councillors

Wards

Councillor Donald Balsillie (Convener)	2	Clackmannanshire North	SNP
Councillor Gary Womersley (Vice Convener)	3	Clackmannanshire Central	SNP
Councillor John S Biggam	2	Clackmannanshire North	SLD
Councillor Alastair Campbell	5	Clackmannanshire East	CON
Councillor Mark English	4	Clackmannanshire South	SNP
Councillor Harry McLaren	5	Clackmannanshire East	LAB
Provost Derek Stewart	3	Clackmannanshire Central	LAB
Vacancy			

**MINUTE OF MEETING of the SCRUTINY
COMMITTEE held within the Council
Chamber, Greenfield, Alloa, on
WEDNESDAY 22nd JULY 2009**

PRESENT

Councillor Donald Balsillie (Convener)
Councillor John Biggam
Councillor Alastair Campbell
Councillor Mark English
Councillor Harry McLaren
Councillor Gary Womersley

IN ATTENDANCE

Angela Leitch, Chief Executive
Jeni Graham, Director of Corporate
Development Services
Grahame Blair, Director of Services to
People
Peter Broadfoot, Head of Administration
and Legal Services
Deirdre Cilliers, Head of Social Services
and Chief Social Worker Officer
Barry Dickson, Head of Business
Improvement and Technology Services
Muir Wilson, Head of Finance
Jim Goodall, Head of Education
Stephen Bell, Head of Development Services
Aileen Littlejohn, Support Services Manager
(Clerk to the Committee)
Ruth Fry, Communications and Marketing
Manager
Susan Mackay, Senior Auditor

SC(09)168 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were received from Provost Derek Stewart.

SC(09)169 DECLARATIONS OF INTEREST

There were no declarations of interest.

SC(09)170 MINUTE OF MEETINGS HELD ON 21st MAY and 25th JUNE 2009

There was submitted a minute of the meeting held on Thursday 21st May 2009 and Thursday 25th June 2009, copies of which had been circulated previously to each Member.

Moved by Councillor Gary Womersley. Seconded by Councillor Harry McLaren.

The minutes of the meetings held on Thursday 21st May and Thursday 25th June 2009 were agreed as a correct records and signed by the Convener.

SC(09)171 SCRUTINY COMMITTEE LIST OF ONGOING ACTIONS

There was submitted a list of Ongoing Actions from the Scrutiny Committee from 01/01/08 to 31/12/09, a copy of which had been circulated previously to each Member. An updated list of Ongoing Actions was tabled at the meeting.

The Committee agreed to note the updated Scrutiny Committee list of Ongoing Actions.

**Action: Jeni Graham, Director of Corporate Development Services /
Councillor Donald Balsillie, Convener, Scrutiny Committee**

**SC(09)172 SWIA : PROGRESS REPORTING ON CLACKMANNANSHIRE
SOCIAL SERVICES PERFORMANCE INSPECTION 2008**

There was submitted a report by Deirdre Cilliers, Head of Social Services, a copy of which had been circulated previously to each Member.

Moved by Councillor Gary Womersley. Seconded by Councillor Harry McLaren

The Committee agreed unanimously to note the report.

**SC(09)173 QUALITY REPORT OF THE MANAGEMENT REVIEW 2008
FOR LUDGATE RESOURCE CENTRE AND MENSTRIE HOUSE**

There was submitted a report by Deirdre Cilliers, Head of Social Services, a copy of which had been circulated previously to each Member.

Moved by Councillor John Biggam. Seconded by Councillor Alastair Campbell.

The Committee agreed unanimously to note the report.

SC(09)174 STATUTORY COMPLAINTS ANNUAL REPORT - SOCIAL SERVICES 2008-2009

There was submitted a report by Deirdre Cilliers, Head of Social Services, a copy of which had been circulated previously to each Member.

Moved by Councillor John Biggam. Seconded by Councillor Gary Womersley.

The Committee agreed unanimously to note the report.

SC(09)175 CORPORATE PLAN END OF YEAR PERFORMANCE REPORT 2008-09

There was submitted a report by Barry Dickson, Head of Business Improvement and Technology Services, a copy of which had been circulated previously to each Member.

Moved by Councillor Mark English. Seconded by Councillor Alastair Campbell.

The Committee agreed unanimously to note the report.

SC(09)176 PERFORMANCE REPORTING & MONITORING PROCESS (together with responsibilities)

There was submitted a report by Barry Dickson, Head of Business Improvement and Technology Services, a copy of which had been circulated previously to each Member.

Moved by Councillor Gary Womersley. Moved by Councillor Harry McLaren

The Committee agreed unanimously to note the report.

SC(09)177 END OF YEAR RISK MANAGEMENT PROGRESS REPORT

There was submitted a report by Barry Dickson, Head of Business Improvement and Technology Services, a copy of which had been circulated previously to each Member.

Moved by Councillor John Biggam. Seconded by Councillor Gary Womersley.

The Committee agreed unanimously to note the report.

Deirdre Cilliers, Head of Social Services withdrew from the meeting during the following item of business.

SC(09)178 PERFORMANCE IMPROVEMENT PROPOSALS - CORPORATE MANAGEMENT

There was submitted a report by Muir Wilson, Head of Finance, a copy of which had been circulated previously to each Member.

Councillor John Biggam moved the recommendations as set out in the report. Seconded by Councillor Harry McLaren.

The Committee unanimously agreed to:

- request the Head of Finance to clarify the Council Tax collection rate and the impact on Central Support costs; and
- the impact of Central Support costs.

Moved by Councillor Alastair Campbell. Seconded by Councillor John Biggam.

The Committee agreed unanimously to note the report.

Grahame Blair, Director of Services to withdrew from the meeting during the following item of business.

SC(09)179 INTERNAL AUDIT PROGRESS REPORT TO 31 MARCH 2009

There was submitted a report by Muir Wilson, Head of Finance, a copy of which had been circulated previously to each Member.

Councillor Womersley requested that his unease with aspects of the Audit Plan details in Appendix 1 be minuted.

The recommendations as set out in the report were moved by Councillor Harry McLaren. Seconded by Councillor Alastair Campbell.

Councillor Gary Womersley voted against the report.

The Meeting concluded at 12:00 noon.

Ongoing Actions from Scrutiny Committee

Between Review Dates: 01/01/09 And 31/12/09

Service with Overall Responsibility: Chief Executive's Services

Subject
 SID: 2106
 FOLLOWING THE PUBLIC POUND

Source Date:
 09/10/2008

Review Date:
 31/05/2009

Requested by ☐
 Councillor

Councillor Name:

Recommendation
 The Committee further agreed, at the request of the Convener, that a further "Following the Public Pound" report is brought to the Scrutiny Committee in 9 months advising which organisations have a Service Level Agreement with the Council.

Action required
 A further "Following the Public Pound" report is brought to the Scrutiny Committee in 9 months - September 09

Progress
 Scrutiny Committee 10th September 2009
 Member of Staff with overall responsibility:
 Angela Leitch
 To be actioned by:
 Angela Leitch
 Service:
 Chief Executive's Services

Source Date:
 09/04/2009

Review Date:
 31/12/2009

Requested by ☐
 Councillor

Councillor Name:

To note the current position for 2008/09
 GENERAL FUND REVENUE BUDGET MONITORING 2008/09

Ask the Chief Executive to prepare a briefing note on Working/Steering Group remit/protocol.

Member of Staff with overall responsibility:
 Angela Leitch
 To be actioned by:
 Angela Leitch
 Service:
 Chief Executive's Services

Source Date:
 09/04/2009

Review Date:
 31/12/2009

Requested by ☐
 Councillor

Councillor Name:

To note the current position for 2008/09
 GENERAL FUND REVENUE BUDGET MONITORING 2008/09

Invite the Portfolio Holder for Leisure, Councillor Mc Gill, to attend a future meeting of the Scrutiny Committee

Member of Staff with overall responsibility:
 Angela Leitch
 To be actioned by:
 Cllr Balsillie
 Service:
 Chief Executive's Services

THIS PAPER RELATES TO
 ITEM 4
 ON THE AGENDA

Source Date: 21/05/2009	SID: 2182 END OF YEAR BALANCED SCORECARD 2009/09	Community Care referral responses (Page 56, Indicator 8) - consideration should be given to splitting this indicator into three categories: □ Category 1: Service within 24 hours □ Category 2: Service within 2 - 5 working days □ Category 3: Client with moderate needs - Service within 10 working days	As recommendation	Member of Staff with overall responsibility: Angela Leitch To be actioned by: Barry Dickson Service: Corporate Development Services
Review Date: 31/12/2009				
Requested by Councillor	<input type="checkbox"/>			
Councillor Name:				
Source Date: 21/05/2009	SID: 2182 END OF YEAR BALANCED SCORECARD 2009/09	Annually review balanced scorecard targets taking advice from the Business Improvement Team. These targets must be signed off by the Scrutiny Committee.	As recommendation	Member of Staff with overall responsibility: Angela Leitch To be actioned by: Barry Dickson Service: Corporate Development Services
Review Date: 31/12/2009				
Requested by Councillor	<input type="checkbox"/>			
Councillor Name:				
Source Date: 21/05/2009	SID: 2182 END OF YEAR BALANCED SCORECARD 2009/09	Scrutiny Committee members to provide feedback on the effectiveness and presentation of measures to enable the effective scrutiny of performance	As recommendation	Member of Staff with overall responsibility: Angela Leitch To be actioned by: Barry Dickson Service: Corporate Development Services
Review Date: 31/12/2009				
Requested by Councillor	<input type="checkbox"/>			
Councillor Name:				

Service with Overall Responsibility: Development and Environmental Services

Subject		Recommendation	Action required	Progress
Source Date:	SID: 2146	A report from Development and Environmental Services regarding the implementation of the new blue bins should be brought back to Scrutiny Committee.	Report before the end of the year.	Member of Staff with overall responsibility: Garry Dallas To be actioned by: Garry Dallas Service: Development and Environmental Services
26/02/2009	Statutory Performance Indicators 2007-08 (Comparison with other councils)			
Review Date:				
31/12/2009				
Requested by <input type="checkbox"/> Councilor				
Councillor Name:				

Report to: Scrutiny Committee

Date: 10 September, 2009

Subject: SOA 2008-09 Annual Report

Report by: Head of Strategic Policy

1.0 Purpose

- 1.1 This report presents the Annual Report of the Clackmannanshire Single Outcome Agreement (SOA) 2008-09 for consideration by the Committee.

2.0 Recommendations

- 2.1 It is recommended that the Committee:
- a) notes the SOA Annual Report 2008-09; and
 - b) agrees that all elected members should be invited to attend on behalf of the Council the Alliance hosted event referred to in paragraph 4.2 of this report.

3.0 Considerations

- 3.1 Clackmannanshire's first SOA was signed off in 2008. It is a requirement of community planning partnerships to report annually on progress in meeting the targets and outcomes set out in their SOAs.
- 3.2 The Annual Report of the 2008-09 Clackmannanshire SOA is attached as an Appendix to this report. The Report was due to be considered by the Alliance at its meeting on 4 September, 2009, and will also be formally reviewed by the statutory signatories of the SOA (i.e. Joint Police Board, Joint Fire Board, NHS Forth Valley Board).
- 3.3 Within the Report, each SOA target is assessed in terms of whether or not it has been achieved. For each of the partnership's 9 priority outcomes, the summary position in terms of targets achieved (A) or not achieved (NA) is as set out below:

Priority Outcome	A	NA
The area has a positive image and attracts people and business	4	2
Our communities are more cohesive and inclusive	1	2
People are better skilled, trained and ready for learning and employment	4	1
Our communities are safer	2	5
Vulnerable people and families	6	1
Substance misuse and its effects are reduced	2	1
Health is improving and health inequalities are reducing	2	3

The environment is protected and enhanced for all	3	0
Public services are improving	5	0

- 3.4 It should be noted that there are some (12 in total) significant targets for which comparative data is not yet available (e.g. the Scottish Indices of Multiple Deprivation) and that these targets are not included in the table above. In addition, while the bald numbers of targets achieved or not achieved can be helpful in broad terms, not all SOA targets necessarily have an equal weighting in terms of contributing to the priority outcomes and this needs to be taken into account in judging the overall achievements in the year.
- 3.5 There have been a great many achievements in 2008-09 (financial year); a selection of highlights under each priority outcome include:

The area has a positive image and attracts people and business

- the % adults who rate Clackmannanshire as a good place to stay has increased
- the railway reopening and the opening of the Clackmannanshire Bridge

Our communities are more cohesive and inclusive

- achievement of progress target for % housing meeting the Scottish Housing Quality Standard
- Fairer Scotland funded Clackmannanshire Works targets exceeded

People are better skilled, trained and ready for learning and employment

- achievement of a number of targets relating to educational attainment
- completion of new secondary schools and approval for a new college campus in Alloa

Vulnerable people and families

- community care targets achieved
- a number of very positive inspection reports for a range of services for vulnerable people

Health is improving and health inequalities are reducing

- positive achievement in targets for children and teenagers
- establishment of Fairer Scotland funded Clackmannanshire Healthier Lives with health outcomes being exceeded

The environment is protected and enhanced for all

- targets for reducing CO2 emissions exceeded
- expansion and enhancement of domestic waste recycling

Our communities are safer

- numbers recorded crimes and offences in Clackmannanshire down in all groups
- establishment of community policing team

Substance misuse and its effects are reduced

- reduction in the number of drink driving offences
- enhanced support for individuals through Clacks Healthier Lives

Public services are improving

- increased % of people rating their experience of public services as very or quite good
- an Accounts Commission report showed the Council achieving its best ever performance scores, with the best average ranking of any Council in Scotland.

3.6 While there were many achievements, around a quarter of all targets were not achieved. This is not unexpected for some targets, particularly those relating to growth and employment given the economic context; there are other targets, however, where there is greater disappointment within the partnership that performance has not been as positive as had been hoped.

3.7 The priority outcome where there was the greatest number of targets which were not achieved is *our communities are safer*. Having said that, one of the most important targets within the priority outcome has been achieved, and Clackmannanshire has seen reductions, in some cases significant, in recorded crime in 2008-09.

3.8 The Annual Report itself contains fuller discussion of each target and, in addition, describes a number of partnership initiatives and activities which have positively contributed to our priority outcomes in 2008-09.

4.0 Next Steps

4.1 The Annual Report is being considered by the statutory signatories of the SOA and has been submitted to the Scottish Government for review. The Alliance also intends to publish a supplement in the next View to inform residents of partnership activities, achievements and those areas where continued effort is required to support the attainment of the priority outcomes.

4.2 In addition, the Alliance is hosting an event in October for representatives of the statutory signatories (including the Council) which would review performance in 2008-09 and look forward to the 2010-11 SOA and the new Community Plan for Clackmannanshire (the current Plan expires this year). This event will enable partners to comment on their respective contributions to the priority outcomes, promote shared accountability and joint governance.

4.3 Finally, this Committee has appointed Councillor Campbell to lead a review of community planning on its behalf and further discussion of the SOA and community planning more broadly will be coming back to the Committee in due course.

5.0 Sustainability Implications - NA

6.0 Resource Implications

Financial Details

NA

Staffing

NA

7.0 Exempt Reports

Is this report exempt? No

8.0 Declarations

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

Our Priorities 2008 - 2011 (Please tick ☒)

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

Council Policies (Please detail)

The Council's Corporate Plan is based on the SOA.

9.0 Equalities Impact

Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? No: N/A

10.0 Legality

- 10.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

11.0 Appendices

SOA 2008-09 Annual Report

12.0 Background Papers

1 - Clackmannanshire Alliance SOA 2008-09

Author(s)

NAME	DESIGNATION	TEL NO/EXTENSION
Elaine McPherson	Head of Service	01259 452013

Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Head of Strategic Policy	Elaine McPherson (signed)
Angela Leitch	Chief Executive	Angela Leitch (signed)



Annual Report

CLACKMANNANSHIRE SINGLE OUTCOME AGREEMENT 2008/09

CONTENTS

1	Preface	4
2	Our Priority Outcomes	5
3	The Area Has A Positive Image & Attracts People & Businesses	6
4	Our Communities Are More Cohesive & Inclusive	10
5	People Are Better Skilled, Trained and Ready For Learning & Employment	14
6	Vulnerable People & Their Families Are Supported	18
7	Health Is Improving & Health Inequalities Are Reducing	22
8	The Environment Is Protected & Enhanced For All	26
9	Our Communities Are Safer	30
10	Substance Misuse & Its Effects Are Reduced	34
11	Public Services Are Improving	38
12	Overall Assessment	42
Appendix	Fairer Scotland	43

1.0 PREFACE


- 1.1 This is the first annual report for the Clackmannanshire Single Outcome Agreement and reports on progress in meeting the Clackmannanshire Alliance's partnership outcomes in 2008-09.
- 1.2 There has been significant progress in meeting the Alliance's 9 priority outcomes, which in turn have positively impacted on the Scottish Government's 15 national outcomes.
- 1.3 Despite the difficult economic circumstances locally, nationally and internationally, Clackmannanshire saw major infrastructure developments and weathered the storm relatively well in 2008-09.
- 1.4 The Alliance was delighted that there were over 500 fewer recorded crimes in Clackmannanshire in 2008-09, particularly given that we know from the Clacks 1000 that safety is the most important priority for people in the county.
- 1.5 In addition, a number of joint services were inspected and shown to be delivering extremely positive outcomes for service users in Clackmannanshire. We were also very pleased to see excellent feedback from Clackmannanshire residents via our Clacks 1000 Citizens' Panel on the excellent quality of life in the county.
- 1.6 Not all our targets have been achieved, however, and the partnership is actively reviewing the reasons for this and taking action to get such targets back on track.
- 1.7 The Alliance is already moving forward, implementing the 2009-10 SOA and work is beginning on the 2010-11 document. Our focus remains on positive outcomes for communities in Clackmannanshire

Councillor Janet Cadenhead
Chair, Clackmannanshire Alliance
August, 2009

2.0 OUR PRIORITY OUTCOMES

- 2.1 The Clackmannanshire Alliance has 9 priority outcomes which were agreed following detailed discussion within the partnership and an analysis of the socio-economic contexts of the area.

CLACKMANNANSHIRE PRIORITY OUTCOMES		
The area has a positive image and attracts people and business	Our communities are more cohesive and inclusive	People are better skilled, trained and ready for learning and employment
Our communities are safer	Vulnerable people and families are supported	Substance misuse and its effects are reduced
Health is improving and health inequalities are reducing	The environment is protected and enhanced for all	Public services are improving

- 2.2 The Clackmannanshire Alliance's priority outcomes are consistent with, complementary to, and supportive of, the 15 outcomes which are set out in the national performance framework. While some national outcomes have less prominence locally, Clackmannanshire is making a contribution to every national outcome at some level.
- 2.3 In this Annual Report for each Clackmannanshire priority outcome there is an explanation of how on track the partnership is and some commentary on any circumstances which have impacted on expected progress. Specific performance details are provided for each of the indicators associated with our priority outcomes and details given, in turn, of what national outcomes Clackmannanshire has contributed to. In addition, a number of examples and case studies of positive developments which have contributed to the achievement of the outcomes are included.
- 2.4 From the outset, the Alliance has integrated its Fairer Scotland programme into its SOA and in the 08-09 SOA highlighted specific indicators within the priority outcomes which most directly impacted on the criteria associated with Fairer Scotland.
- 2.5 In this annual report, those indicators are tagged: 
- 2.6 In addition, Fairer Scotland funded initiatives are included in the narrative for relevant priority outcomes and there is also an Appendix which sets out financial and other monitoring information for 2008-09.

3.0 PRIORITY OUTCOME: THE AREA HAS A POSITIVE IMAGE AND ATTRACTS PEOPLE AND BUSINESSES

OVERVIEW: ACHIEVING OUR OUTCOMES

3.1 The partnership made positive progress in 2008-09 in this outcome. The majority of annual targets were met and those which were not met (e.g. tourism revenue) followed a trend consistent with national performance in the context of the economic downturn.

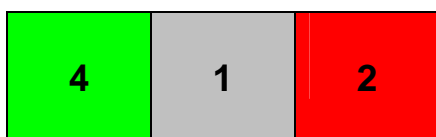
3.2 The table on the opposite page shows progress on the targets which were set in the 2008-09. The colours used in the progress column represent the following:

Green = target has been achieved

Red = target has not been met

Grey = data is not available for this report OR revision of target

3.3 Overall for the 7 indicators associated with this outcome, the breakdown in achievement in 2008-09 was as follows:



CONTRIBUTING TO NATIONAL OUTCOMES

3.4 The outcomes achieved in 2008-09 in Clackmannanshire contribute to the following national outcomes:

1. We live in a Scotland that is the most attractive place for doing business in Europe

2. We realise our full economic potential with more and better employment opportunities for our people

12. We value and enjoy our built and natural environment and protect it and enhance it for future generations

ACHIEVEMENT AGAINST TARGETS (APRIL 2008 to MARCH 2009)

Indicator	Baseline	2008-09 Target
% of adults who rate their neighbourhood as a good place to stay	86%	88%
Progress: Clacks 1000 2008 survey result is 91%		
Business Start Ups	95	Increase the number of VAT registered businesses year on year
Progress: 120 vat registrations		
Business Survival Rates	70	Decrease the number of businesses deregistering for VAT
Progress: 65 vat de-registrations		
No. affordable housing units	New target	Provision of at least an average of 80 affordable houses annually (longer term target)
Progress: a baseline of 32 annually has now been established. This is revised from the initial long term target (beyond the 3 years of the SOA) to take account of economic circumstances.		
Annual new house completions	New target	Average 245 new house completions per year to 2026
Progress: The target was not achieved, with 203 completions. This reflects the general economic circumstances locally and nationally.		
Proportion of non-householder planning applications dealt with within two months	73%	75% in 08-09 then year on year improvement
Progress: 76%		
Clackmannanshire total tourism revenue	£16.66m	Increase year on year
Progress: Provisionally 2% down based on first 9 months of 2008 - to be confirmed - IF- Scotland down 8% in terms of trips; Tourist spend down 4% nationally		



DEVELOPMENTS IN 2008-09

- 3.5 In 2008-09, a series of major developments came to fruition in this priority outcome, including:

Clackmannanshire Bridge Opened

- 3.6 In November, 2008, the new £120 million Clackmannanshire Bridge over the Forth was opened by the First Minister. The crossing, designed to alleviate traffic pressure on the Kincardine Bridge, is the second largest of its type in the world. It incorporates an extensive network of new cycleways and footpaths and provides transport links between Clackmannanshire, Falkirk and Fife. The opening up of Clackmannanshire is encouraging economic growth through improved transport links.



Railway Link To Alloa Reopened

- 3.7 The Stirling-Alloa-Kincardine rail project reopened 21km (13 miles) of disused and abandoned railway line. The new station at Alloa allows direct hourly passenger services between Alloa, Stirling and Glasgow Queen Street and onward services from Stirling to Edinburgh. The return of rail services to Clackmannanshire has seen an overwhelming 400,000 passengers take advantage of the new service in its first year, outstripping initial forecasts of 155,000 users in the first year. The line is also having a positive environmental impact as 100,000 of the 400,000 journeys being made by rail would previously have been made by car. Given this success, SESTRANS is investigating the feasibility of extending the route from Alloa to Dunfermline.

Alloa Town Centre Business Improvement District

- 3.8 Having voted for Scotland's first commercial Business Improvement District, which is addressing the needs in Clackmannanshire's business parks, in 2008 local businesses in Alloa delivered a 'yes' vote for a second BID for the development and regeneration of Alloa Town Centre. The Alloa BID involves businesses from a wide range of sectors including independent and multiple retailers, dentists, lawyers and restaurants.
- 3.9 An action plan, derived from surveys of businesses and shoppers, has been developed which includes a range of proposals to enhance the town centre. Some of the key shared priorities are: a shop front improvement scheme; a uniform branding scheme for Alloa and the outlying villages; improved functional street furniture; national and local marketing campaigns to increase footfall and average sales. The Alliance has been actively contributing to the achievement of several of these priorities in 2008.



4.0 PRIORITY OUTCOME: OUR COMMUNITIES ARE MORE COHESIVE AND INCLUSIVE

OVERVIEW: ACHIEVING OUR OUTCOMES

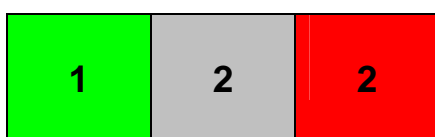
- 4.1 The partnership made limited progress in 2008-09 in this outcome, with only one target being met. Those targets not met related to employment and economic activity and, unsurprisingly, given the economic downturn, Clackmannanshire's performance mirrored the downward national and global trend. The partnership through initiatives such as Future Jobs Fund and Fairer Scotland is actively taking steps to promote employability and support those seeking to become economically active.
- 4.2 The table on the opposite page shows progress on the targets which were set in the 2008-09. The colours used in the progress column represent the following:

Green = target has been achieved

Red = target has not been met

Grey = data is not available for this report OR revision of target

- 4.3 Overall for the 5 indicators associated with this outcome, the breakdown in achievement in 2008-09 was as follows:



CONTRIBUTING TO NATIONAL OUTCOMES

- 4.4 The outcomes achieved in 2008-09 in Clackmannanshire contribute to the following national outcomes:

4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens

7. We have tackled the significant inequalities in Scottish society

11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

13. We take pride in a strong, fair and inclusive national identity

ACHIEVEMENT AGAINST TARGETS (APRIL 2008 to MARCH 2009)

Indicator	Baseline	2008-09 Target
% Clackmannanshire datazones in most income deprived in Scotland (5%-15%)	% d'zones in: 5%. 10 & 15 most income deprived: 3.1 14.1 23.4	Reduce proportion in longer term
Progress: SIMDs not published until later in the year. Will be reported on in next progress report.		
% Working Age people who are economically active	78%	Increase % year on year
Progress: 74.6% Dec 2007 to Dec 2008		
% Employment Rate (of those able)	73%	Increase % year on year
Progress: 70.9% Dec 2007 to Dec 2008		
Income Support Claimants as % of total population aged 16-59	8.0% (8 th highest nationally)	Improve ranking in national terms
Progress: Ranking remains the same at August 2008.		
Housing achieving the Scottish Housing Quality Standard (Council stock)	65%	80% of Social Housing in Clackmannanshire meeting the Scottish Housing Quality Standard by 2011 (Council stock)
Progress: 74% meeting SQHS at February 2009		

FS

FS

FS

FS

DEVELOPMENTS IN 2008-09

- 4.5 Notwithstanding the economic downturn, in 2008-09, a series of initiatives and programmes designed to reduce inequalities were undertaken by the partners in Clackmannanshire, including:

Employability Programme

- 4.6 Since its establishment in July 2008, the Alliance's Fairer Scotland funded employability service, Clackmannanshire Works, has had the following outcomes (exceeding targets) to March 2009 for its core activity:

Client Registrations Achieved	350
Major Transitions Achieved	82
Employment, Full or Part-time	59
Self-Employment, Full or Part-time	20
Entered FE/HE or mainstream training programmes	3
Intermediate Activities Achieved	72
Gained an accredited qualification	37
Completion of structured Work Placement, part or full-time	2
Completion of 20 hours or more accumulated Personal Development, pre-vocational training, vocational training or educational activities	30
Undertaking voluntary activity of 3 hours or more per week	3

- 4.7 The project continues to offer long term support to those clients who are furthest away from the labour market whilst also responding to the current economic climate and its impact on the local labour market.
- 4.8 Employability services will be expanded and enhanced in 2009-10 following the successful partnership bid for £2m European monies.

Client Case Study

Client B was released from Prison having been released on a Tag Licence further to a 15 month sentence. Referred by APEX, B engaged with Clackmannanshire Works looking for a second chance and to lead to some stability in his life.

B was keen to get involved with something that would increase his chances of employment and help him take the right road in life. Following discussions with the Progression Adviser, B enrolled in a supported employment course which provided: career planning and employability support from Careers Scotland, support from Jobcentre Plus, Clackmannanshire Council and Learn Direct Scotland, updated CV's, mock interview training, visits to and presentations from employers, emergency first-aid training, health & safety training and also Intensive job seeking support.

The Progression advisor had regular communication with B to check his progress. B has fully engaged with Clackmannanshire Works and the programme he has attended. He has kept out of trouble and is now focusing on his long term career goals as he works regularly with his Progression Advisor to identify what learning he would like to engage with next.

Significant Investment in Housing Stock

- 4.9 In 2008-09 there was significant investment in housing stock to enhance standards of accommodation in Clackmannanshire:

Improvement	No. Properties	Improvement	No. Properties
New Kitchens	916	New Entry Systems	9
New Bathrooms	457	Re-roofing	31
New Doors	53	Rewiring	147
New Central Heating	199	Structural Works	8
Water Pipe Replacement	103		

- 4.10 As a result of investment this year, and in the previous two years, Clackmannanshire is well on target to deliver the Scottish Housing Quality Standard, and the enhanced Clackmannanshire Standard, by 2015.

Development of the Bowmar Masterplan

- 4.11 2008-09 also saw the approval a £19M development framework for one of Clackmannanshire's most deprived areas. The Bowmar Masterplan was produced in consultation with key stakeholders and proposes major developments in the area including:
- new house build
 - demolitions
 - creation of affordable housing
 - environmental enhancements
- 4.12 In future SOA Annual Reports, we expect to be able to report on going progress in implementing the framework.

5.0 PRIORITY OUTCOME: PEOPLE ARE BETTER SKILLED, TRAINED AND READY FOR LEARNING AND EMPLOYMENT

OVERVIEW: ACHIEVING OUR OUTCOMES

5.1 The partnership made very positive progress in 2008-09 in this outcome. All but one of the targets was achieved and the one which was not achieved, nonetheless, had positive outcomes (see paragraphs 5.10-5.12 of this report) and showed only marginal change. This continues a positive longer term upward trend in educational attainment in Clackmannanshire.

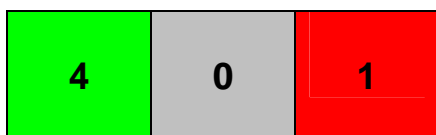
5.2 The table on the opposite page shows progress on the targets which were set in the 2008-09. The colours used in the progress column represent the following:

Green = target has been achieved

Red = target has not been met

Grey = data is not available for this report OR revision of target

5.3 Overall for the indicators associated with this outcome, the breakdown in achievement in 2008-09 was as follows:



CONTRIBUTING TO NATIONAL OUTCOMES

5.4 The outcomes achieved in 2008-09 in Clackmannanshire contribute to the following national outcomes:

2. We realise our full economic potential with more and better employment opportunities for our people

3. We are better educated, more skilled and more successful, renowned for our research and innovation.

4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens

ACHIEVEMENT AGAINST TARGETS (APRIL 2008 to MARCH 2009)

Indicator	Baseline	2008-09 Target
Proportion of school leavers going into employment, education or training	89%	Increase
Progress: 88%		
Overall attainment levels of pupils at the end of S4; % of pupils attaining 5+ awards at Level 4 or better	70%	75% by 2009 78% by 2010 81% by 2011
73% of pupils obtained 5 or more awards at SCQF Level 4 or better		
Attainment of the lowest performing 20% of pupils at the end of S4	45	Average tariff score 62 at the end of 08-09 Average tariff score of 70 at the end of 09-10 Average tariff score of not less than 70 at the end of 2010-11
Progress: 62 was achieved in 2008		
Overall levels of achievement of looked after children	50%	95% looked after and accommodated children attain at least an SCQF Level 3 award in English and Mathematics at the end of S4
Progress: target met		
Number of adults successfully completing classes for improving literacy and numeracy	400	440 in 09-10 480 in 10-11
Progress: target exceeded, with 567 successful completions.		

FS

FS

FS

FS

FS

DEVELOPMENTS IN 2008-09

- 5.5 2008-09 saw significant ongoing efforts to improve attainment in Clackmannanshire, as well as some significant investment in infrastructure for training and learning, including:

Educational Attainment

- 5.6 Overall educational attainment in Clackmannanshire has improved in 2008-9 with overall trend in most measures being upwards (on the basis of the data available at the time of this report). For example:
- the average pupil Unified Point Score for the authority as a whole rose to >169 in 2008 from an average of 148 in 2007, with 75% of pupils having obtained 5 or more awards at SCQF Level 4 or better (representing an increase)
 - % pupils in primaries 3, 4, 6 & 7 attaining national standards or better in reading, writing and mathematics were all on upwards trends.
- 5.7 There were also been significant improvements in the attainment of looked after children, with increase in the %s of such young people attaining at least one SCQF level 3 (any subject) and at least one SCQF level 3 (Maths and English).
- 5.8 For aspects of attainment which have not shown improvement, action plans are in place
- 5.9 The completion of 2 of 3 new secondary schools in Clackmannanshire in 2008-09 has provided state of the art facilities for pupils and the wider community and already educational benefits are being seen from enhanced learning environments.



Employment of School Leavers

- 5.10 Although as at June 2008, the % of school leavers in positive destinations is marginally down on the previous year, given an increase of 88 leavers on the figures for 2007 and the impact of the economic downturn, this is a relatively positive outcome. Indeed the % of school leavers who were classified as 'unemployed seeking' has fallen to a five year low of 10%, 0.8% lower than the national rate. This represents a significant improvement from five years ago when Clackmannanshire had the highest % of young people recorded in the School Leaver Destination Return (SLDR); Clackmannanshire now has the 16th lowest %
- 5.11 S4 to S5 staying-on rates are increasing and stand now at 78% (at end-August 2008). Ways of 'predicting' which young people in schools might be most at risk of underachievement have been developed by partners so that earlier intervention is taken to reduce such risk.
- 5.12 The Fairer Scotland funded Clacks Works also supports young people who are not in employment, education or training and in 2008-09 achieved positive outcomes for 60 16-19 year olds:

Client Registrations Achieved	60	Intermediate Activities Achieved	20
Major Transitions Achieved	10	Gained an accredited qualification	3
		Completion of structured Work Placement, part or full-time	2
Employment, Full or Part-time	6	Completion of 20 hours or more accumulated Personal Development, pre-vocational training, vocational training or educational activities	15
Self - Employment, Full or Part-time	0	Undertaking voluntary activity of 3 hours or more per week	0
Entered FE/HE or mainstream training programmes	4	Clients recovering from Drug and alcohol problems who enter training, education or employment	2

Approval for New College Campus in Alloa

- 5.13 In 2008 Forth Valley College received approval for a new £21M college building in Alloa, incorporating the latest construction techniques and education facilities which it is hoped will transform the learning experience for students, as well as put Forth Valley College at the forefront of further and higher education provision in Scotland and internationally.
- 5.14 The new high profile campus will be the largest investment in a public sector building Alloa has seen for decades. The location of the innovative 5,000m² building, close to the re-opened train station, will make it ideal for part-time or evening study as well as contributing significantly to the continuing regeneration of the town. Physical work on this site will start in March 2010, to be completed by August 2011, with the first learners moving in at the start of the 2011/12 academic session.

6.0 PRIORITY OUTCOME: VULNERABLE PEOPLE AND THEIR FAMILIES ARE SUPPORTED

OVERVIEW: ACHIEVING OUR OUTCOMES

- 6.1 The partnership has made good progress in achieving targets related to this outcome. The majority of targets have been met, with very positive achievements in both community care and homelessness.
- 6.2 There is a requirement to review baseline data and targets for a small number of initial indicators. Significantly, our longer term target for increasing the (already high) proportion of people aged 65+ with intensive needs receiving services at home may require review in the context of the projected increase in numbers of over 65s. As the number of older people increases, the key priority will be to meet the needs of those most at risk. Local improvement targets will be reconsidered to reflect this and to meet the requirements of the national community care outcomes

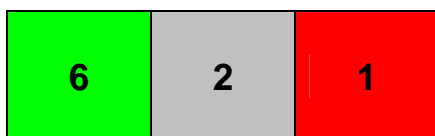
- 6.2 The table on the opposite page shows progress on the targets which were set in the 2008-09. The colours used in the progress column represent the following:

Green = target has been achieved

Red = target has not been met

Grey = data is not available for this report OR revision of target

- 6.3 Overall for the 9 indicators associated with this outcome, the breakdown in achievement in 2008-09 was as follows:



CONTRIBUTING TO NATIONAL OUTCOMES

- 6.4 The outcomes achieved in 2008-09 in Clackmannanshire contribute to the following national outcomes:

5. Our children have the best start in life and are ready to succeed

6. We live longer, healthier lives

7. We have tackled the significant inequalities in Scottish society

8. We have improved the life chances for children, young people and families at risk.

ACHIEVEMENT AGAINST TARGETS (APRIL 2008 to MARCH 2009)

Indicator	Baseline	2008-09 Target
Proportion homeless people maintaining their tenancy for at last 12 months	99%	Maintain the high level of re-housing arrangements which are sustained.
Progress: baseline and target have been found to be unreliable and are being reviewed		
Average time homeless people spend in temporary accommodation.	101 days 07-08	Reduce
Progress: target achieved. The average time was 89 days in 2008-09.		
Community Care referral responses within priority target times	56%	Increase
Progress: target met - 71% achieved		
People with hospital discharge delayed over 6 weeks	0	Maintain at zero
Progress: we continue to meet this national target by giving priority to the provision of assessments and services for people leaving hospital		
% of children seen by supervising officer within 15 working days	67%	100%
Progress: target not met. A review of information collection for this measure is being undertaken to determine the improvement plan.		
% of people 65+ with high levels of care needs who are cared for at home	39% March 2008	Maintain above national average target of 30%
Progress: performance continues at or above the national target of 30%.. Current achievement is 33%.		
Timeframes met for initial appointments to mental health services	84% May 2008	88%
Progress: target exceeded with the figure for 2008-09 being 89.5%.		
Reduce people assessed as non-priority homeless	22% 2003/4	11% by 2009
Progress: this target was achieved in 2008-09, with the % standing at 9%		
Remove homelessness non-priority status	20% 2007/08	Reduce to zero by 2012
Progress: this target is not due for reporting at this time.		



DEVELOPMENTS IN 2008-09

- 6.5 Services for vulnerable people in Clackmannanshire were very positively reported on in a number of formal inspections, including:

Services for Older People

- 6.6 Partnership working on services for older people in 2008-09 continued to be successful, with and the community care and health services provided to older people in Clacks being evaluated as *very good* in a multi agency inspection (MAISOP).
- 6.7 Outcomes for service users and their carers were *very good*, with other areas of partnership working evaluated as follows:

Area for joint evaluation	Joint evaluation
Person centred care	very good
Key outcomes for individuals and their carers	very good
Whole systems approach	good
Delivery and management of services	very good
Leadership and direction	very good
Capacity for improvement	very good

- 6.8 The inspection report further stated:

Service commissioning was proactive in response to the needs of older people, and services such as mobile home care were innovative in meeting the needs of older people. Older people and their carers expressed the highest level of satisfaction in Forth Valley. Their belief that outcomes for them from services were very positive was supported by the evidence from an agreed core data set of performance indicators, developed for this multi-agency inspection.

Homelessness

- 6.9 At the end of 2008-09 an inspection report of the Housing Support Team rated all aspects of the service either *excellent* or *very good*.
- 6.10 In 2008-09, Clackmannanshire continued to see high levels of homeless presentations (e.g. from the end of the 3rd Quarter 2008/09, the number of homeless presentations doubled).
- 6.11 The average time to complete an assessment for homeless persons during 2008/09 was 26 days. The Homeless Code of Guidance recommends a target of 28 days and the general target used for Benchmarking purposes is 28 days so the overall performance exceeds the national target. According to a 2007/08 benchmarking report the Council issued 75% of decisions within 28 days compared with the group average of 64%.
- 6.12 In Clackmannanshire, a higher than average proportion of cases were assessed in less than 2 weeks (e.g. in 2007/08 44%, compared with the group average of 39%). However, there continues to be in Clacks a relatively high proportion of high complexity cases (e.g. assessing the needs of Schedule 1 offenders) which take between 4 to 8 weeks.

6.13 Also in 2008-09 there were improvements in the length of time people spent in temporary accommodation.

6.14 All case work staff have been trained to Homestart Level 2 and all homeless staff were trained in Multi-Agency Public Protection Agency procedures. Staff have also undergone joint training with Childcare Services. The service is working towards a full set of up to date protocols with social work, health and criminal justice agencies.

Caring For Children

6.15 In December, 2008, an inspection report of services for children in Clackmannanshire found that the effectiveness of partnership working had increased and that significant progress had been made in taking forward action points from previous inspections.

6.16 The report found that there was strengthened responsibility for child protection and clearly prioritised actions for improvement.

6.17 In November, 2008, the partnership established a Corporate Parenting Group which, among other things, provides shared commitments to provide:

- full time educational provision for all looked after children
- greater and improved housing support for care leavers, including dedicated provision
- enhanced support into employment and training
- a dedicated health screening and planning process for all looked after young people.

6.18 And in March, 2009, in a Care Commission inspection, the Woodside Residential Unit for Children was awarded excellent evaluations in all categories:

- Quality of environment;
- Quality of staffing; and
- Quality of management and leadership.

6.19 The Care Commission praised the individualised support for young people and their integration into community activities such as local sports groups.



7.0 PRIORITY OUTCOME: HEALTH IS IMPROVING AND HEALTH INEQUALITIES ARE REDUCING

OVERVIEW: ACHIEVING OUR OUTCOMES

- 7.1 The partnership has made mixed progress in achieving targets related to this outcome, with more targets not being achieved than achieved. However, statistics which provide comprehensive levels of health status (i.e. SIMDs) are not yet available to assess relative performance and the partnership will be closely analysing these when they are issued later this year.
- 7.2 The partnership is disappointed with figures gathered through the Clacks 1000 relating to adult physical activity and has asked the CHP Committee to review the position. The establishment of Clackmannanshire Healthier Lives in September 2008 (see paragraph 7.10) should provide a renewed focus on this and other lifestyle issues, including smoking.
- 7.3 Notwithstanding the non-achievement of targets for PE in schools, significant activity took place in this field in 2008-09, with some examples given at paragraph 7.15 of this report.
- 7.4 The table on the opposite page shows progress on the targets which were set in the 2008-09. The colours used in the progress column represent the following:

Green = target has been achieved

Red = target has not been met

Grey = data is not available for this report OR revision of target

- 7.5 Overall for the 6 indicators associated with this outcome, the breakdown in achievement in 2008-09 was as follows:



CONTRIBUTING TO NATIONAL OUTCOMES

- 7.6 The outcomes achieved in 2008-09 in Clackmannanshire contribute to the following national outcomes:
- 5. Our children have the best start in life and are ready to succeed*
 - 6. We live longer, healthier lives*
 - 7. We have tackled the significant inequalities in Scottish society*
 - 8. We have improved the life chances for children, young people and families at risk*

ACHIEVEMENT AGAINST TARGETS (APRIL 2008 to MARCH 2009)

Indicator	Baseline	2008-09 Target
% adults smoking	29% 2005/2006 data	Reduce rate of smoking among adults to 22%
Progress: target not achieved. The figure in 2008-09 remains at 29%.		
Rate of adult physical activity	48% exercise for 30 minutes 5 times a week	50% of adults accumulating a minimum of 30 minutes per day of physical activity on 5 or more days per week
Progress: the Clacks 1000 2009 survey shows that the equivalent figure is now 40% which represents a decrease. There are increases in the % of people taking 30 minutes exercise 2 or 3 days per week, however.		
Levels of engagement in PE in schools	90 minutes primary 100 minutes secondary	All pupils in primary and secondary schools experience at least 120 minutes per week of a quality experience of taught PE
Progress: an average of 110 mins/week has been achieved. All S1 to S3 pupils get 2 PE periods as core per week. Alva Ac S1 to S6 has 2 periods core per week. 25% of children are achieving the target of 120 mins/week. Class teachers are delivering an extra 30 mins and a mentoring and training programme is in place. PE is strongly linked to Active Schools. There is also a programme of festivals and competitions involving local clubs. The integrated approach helps carry active lifestyles messages from PE to community participation.		
Proportion children walking and cycling to school - primary walking - primary cycling - secondary walking - secondary cycling	62% 0.75% 45% 1%	Increase to 65% by 2009 Increase to 2% by 2009 Increase to 50% by 2009 Increase to 2% by 2009
Progress: targets achieved for walking; cycling data not yet available.		
Reduce health inequalities in Clacks	Various	Reduce inequalities by increasing the rate of improvement for the most deprived communities by 15% across a range of indicators including cancer and coronary heart disease,
Progress: SIMDs not published until later in the year. Will be reported on in next progress report.		
Teenage pregnancy rates	64 per 1000 15-19 year old	Decrease pregnancy rate per by 20%
Figure in 2006 was 62 per 1000 which represents a positive direction of travel.		



DEVELOPMENTS IN 2008-09

- 7.7 In 2008-09 the partnership took significant steps in terms of developing the physical infrastructure to support health improvement and also the support infrastructure for individuals, including:

Construction of Clackmannanshire Community Healthcare Centre

- 7.8 2008-09 saw the construction of a new health facility in Clackmannanshire which in 2009-10 will provide comprehensive healthcare provision for the county. The centre has created:

a new community hospital which will provide a range of services to the wider population of Clackmannanshire, including:

- 45 in-patient beds for frail older people, including provision for intermediate care and rehabilitation, palliative care and continuing care of those with complex needs
- 40 day services for older people and people with mental health problems
- a base for the community mental health teams, social work teams and other community services.

a new health centre for Alloa and surrounding areas, servicing a population of 25000, and providing a range of primary care services including:

- 3 GP practices accommodating 16 GPs
- Dental services
- Community nursing services
- Physiotherapy
- Treatment room services
- Out-patient clinics
- Chiropody

- 7.9 The new facility is due to be fully operational with services in late summer of 2009.

Clackmannanshire Healthier Lives (CHL)

- 7.10 The Alliance provided £500k funding from Fairer Scotland in 2008-09 for the development of anticipatory care services to the most disadvantaged in Clackmannanshire.
- 7.11 The initiative, which became operational in September 2008 engages individuals in an individually tailored health improvement programme, broadly comprising a holistic health check, positive health behaviour change and progression, supported by a key worker.
- 7.12 Whilst CHL is newly formed, it is built on strong foundations, incorporating and adding to existing well established and well utilised services in Clackmannanshire such as Health Plus and Tullibody Healthy Living Initiative. CHL was conceived to forge established and new health improvement services into one comprehensive, far-reaching network. The main aims of the initiative are to: tackle health inequalities, promote employability and long term physical, mental and emotional health and well-being in the Clackmannanshire population. Key activities carried out in the 6 months of operation in 2008-09 include:

- 287 holistic health assessments carried out
- 202 individuals and 39 community groups supported in healthier food choices
- 122 clients on smoking cessation caseload (24 stopped smoking).

7.13 A provisional evaluation of the initiative suggest that outcomes are being met, with individuals as a result of engagement with the programme reporting:

- increases in self-rated health
- improvements in well-being, outlook and lifestyle
- progression into economic activity.

7.14 The final evaluation will be considered by the Alliance later in 2009.

Physical Activity & Young People

7.15 In 2008-09 Clackmannanshire continued its dynamic and proactive approach to physical activity with a number of initiatives, including:

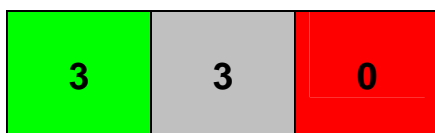
- Active Start: based on several years experience of implementing Active Start, staff in Clackmannanshire's nurseries and family centres created a manual of good practice, including lesson plans for the many different sports covered (football, golf, racquets, traditional dance, basketball, athletics and orienteering). Hundreds of the Clackmannanshire manuals have recently been sold to staff in other councils with many other local authorities showing interest.
- in February, 2009, primary school pupils in Clackmannanshire took part in a healthy living programme designed by the local football club. The programme was intended to support and enhance the work taking place in local schools linking physical activity, sport and food and nutrition. The Club has developed a series of suggested activities and tasks for children which link directly to the coaching programme followed by the club's players. Positive cross-curricular links have been made in schools which have used the programme, creating enthusiasm and motivation in the participating P4 and 5 pupils who now have a greater understanding of the work of the club and its links to health and wellbeing.



8.0 PRIORITY OUTCOME: THE ENVIRONMENT IS PROTECTED AND ENHANCED FOR ALL

OVERVIEW: ACHIEVING OUR OUTCOMES

- 8.1 Many of the indicators for this outcome are not measured on an annual basis which means we are not able to report with the frequency required by the SOA Progress Report. However, targets were met on those where data is available, which, importantly include the level of CO2 emissions and performance in reducing waste which goes to landfill.
- 8.2 The table on the opposite page shows progress on the targets which were set in the 2008-09. The colours used in the progress column represent the following:
- Green = target has been achieved
- Red = target has not been met
- Grey = data is not available for this report OR revision of target
- 8.3 Overall for the 6 indicators associated with this outcome, the breakdown in achievement in 2008-09 was as follows:



CONTRIBUTING TO NATIONAL OUTCOMES

- 8.4 The outcomes achieved in 2008-09 in Clackmannanshire contribute to the following national outcomes:
- 6. We live longer, healthier lives*
- 10. We live in well-designed, sustainable places where we are able to access the amenities and services we need*
- 12. We value and enjoy our built and natural environment and protect it and enhance it for future generations*
- 14. We reduce the local and global environmental impact of our consumption and production*

ACHIEVEMENT AGAINST TARGETS (APRIL 2008 to MARCH 2009)

Indicator	Baseline	2008-09 Target
Carbon Footprint of Clackmannanshire (CO2 emissions)	11.15 tonnes per capita	Reduce by 10% by 2011
Progress: tbc		
Council's annual CO2 emissions	52,753	51170 tonnes in 2009-10 44840 in 2012
Progress: Baseline should be 58323, based upon improved data collection and analysis. Performance has exceeded this target. Future targets will also have to be reviewed.		
Proportion of protected nature sites in a favourable condition	74%	Increase to 95% by 2010-11
Progress: data not available till 2010		
Share of journeys made by: - foot - cycle - public transport - car	8% 0% 5% 85%	Increase to 12% by 2010 Increase to 1% by 2010 Increase to 10% by 2010 Decrease to 75% by 2010
Progress: Equivalent data not yet available. Will be reported on when data published. However, figures show an increase in the % of primary and secondary aged children walking to school.		
Number tonnes of biodegradable waste sent to landfill	14,221	2008/09 - 14,249 2009/10 - 13,574
Progress: the target set was exceeded, with 13060 tonnes being sent.		
% residents visiting historic or architecturally valuable sites/buildings	39%	Increase year on year
Progress: Clacks 1000 data in 2009 shows 43%		



DEVELOPMENTS IN 2008-09

- 8.5 Clackmannanshire is amongst the highest performing local authority areas in Scotland in relation to sustainability. 2008-09 saw continued developments and innovations, including:

Expansion & Enhancement Of Domestic Waste Recycling

- 8.6 New blue bins were introduced in Clacks in 2008-09 which allow even more household waste to be recycled. The bins were introduced in response to feedback from local residents who had asked that a wider range of materials be collected and for more secure containers.
- 8.7 In another new development in 2008-09, Clackmannanshire was the first area in Scotland to introduce the collection of small electrical items, such as toasters, kettles, hairdryers, calculators and household batteries, to the kerbside recycling service. Manufacturers of electrical equipment have been responsible for the take back of their waste electrical products and the blue box is an ideal way to recycle these and stop potentially hazardous items ending up in landfill.
- 8.8 Last year 45% of waste in Clackmannanshire was recycled and the introduction of blue bins should keep the county at the top of Scotland's recycling league table.

Development Of Full Bid For The Ochils Landscape Partnership

- 8.9 In October 2008, the Ochil Landscape Partnership (OLP) Scheme moved a step closer towards a £650,800 Heritage Lottery Fund windfall when it was earmarked by the Heritage Lottery Fund as one of three Scottish schemes for an award. This enabled work to begin on the next stage of the project which aims to increase access to the hills and wooded glens of the Ochils, improve the quality of its rivers, restore significant buildings and provide opportunities for the community to tell the story of the area's cultural, social and industrial heritage.



Sustainability & Climate Change Strategy (and Actions)

- 8.10 Clackmannanshire developed a new Sustainability & Climate Change Strategy in 2008 to provide the framework for improving the Council's own sustainability performance as well as supporting and encouraging the promotion of sustainability in the community. The Strategy also addresses the need to reduce Clackmannanshire's contribution to climate change and deal effectively with its impacts, providing a framework to guide and co-ordinate practical actions such as reducing energy use and improving flood management.
- 8.11 The Strategy sets out seven areas for action to address priorities:
- Regenerating Clackmannanshire
 - Carbon management and sustainable energy use
 - Waste
 - Travel
 - Natural environment
 - Sustainable procurement
 - Learning for sustainability

Sustainability In Action - Case Study - Fish Go To School

The Fish Go To School project was developed by the Clyde River Foundation in partnership with the Clackmannanshire's Biodiversity Partnership to provide a practical learning opportunity. The project aimed to raise the children's awareness of river ecology and the impacts of human intervention on the aquatic environment. The Project, which saw hundreds of brown trout released into local rivers by school children, was used as a case study in a DVD which was sent to every school in Scotland to demonstrate good practice of partnership working. The case study focuses on Alva Primary School and explains how the project touches on many parts of the curriculum including science, geography, history, ecology, language, maths, art and IT and helped the children to build their confidence, team work and problem solving skills.

9.0 PRIORITY OUTCOME: OUR COMMUNITIES ARE SAFER

OVERVIEW: ACHIEVING OUR OUTCOMES

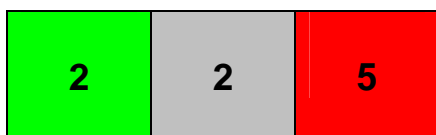
- 9.1 In 2008-09 performance against stated targets was not achieved in the majority of indicators within this priority outcome. On the positive side, there were reductions (some very significant) in the number of recorded crimes across all crime groups in Clackmannanshire; despite this, the % of those feeling fearful about being victims of crime increased marginally. The partnership is aware of the discrepancy between perceptions of safety in the area and the relatively low levels of crime and is seeking ways to lessen people's fears.
- 9.2 Although there were reductions in the numbers of recorded crimes, detection figures for some of these recorded crimes reduced. The partnership would hope to see an improvement in these figures in next year's annual report.
- 9.3 There was an increase in the rate of fire incidents in Clackmannanshire, and in central Scotland as a whole. The partnership intends in response to continue increasing its programme of Home Fire Safety Checks, targeting, in particular, those homes considered most at risk.
- 9.4 The table on the opposite page shows progress on the targets which were set in the 2008-09. The colours used in the progress column represent the following:

Green = target has been achieved

Red = target has not been met

Grey = data is not available for this report OR revision of target

- 9.5 Overall for the 9 indicators associated with this outcome, the breakdown in achievement in 2008-09 was as follows:



CONTRIBUTING TO NATIONAL OUTCOMES

- 9.6 The outcomes achieved in 2008-09 in Clackmannanshire contribute to the following national outcomes:

8. We have improved the life chances for children, young people and families at risk

9. We live our lives safe from crime, disorder and danger

10. We live in well-designed, sustainable places where we are able to access the amenities and services we need

ACHIEVEMENT AGAINST TARGETS (APRIL 2008 to MARCH 2009)

Indicator	Baseline	2008-09 Target
Level of satisfaction with how local agencies are tackling crime and antisocial behaviour	31% in 2007	Increase to 35%
Progress: Not been surveyed since baseline taken. Progress will be reported after next Clacks 1000 survey.		
% of people who have often or most of the time felt fearful of becoming a victim of crime in the previous year	Clacks 15% SIMD Areas 27%	Decrease
Progress: %s have increased to 17% Clacks wide and 28% for regeneration areas.		
Number of recorded crimes and offences (Groups 1-5)	07/08	
- Total Groups 1-5	4573	Decrease (4018)
- Group 1	119	Decrease (90)
- Group 2	81	Decrease (24)
- Group 3	1541	Decrease (1468)
- Group 4	1487	Decrease (1367)
- Group 5	1345	Decrease (1069)
Progress: decreases in numbers were recorded across all crime groups. The 08-09 figures are in brackets in the 3rd column above.		
Detection rate for recorded crimes and offences (Groups 1-5)	07/08	
- Total Groups 1-5	68%	Increase (61)
- Group 1	93%	Increase (100)
- Group 2	94%	Increase (79)
- Group 3	59%	Increase (55)
- Group 4	44%	Increase (32)
- Group 5	99%	Increase (100)
Progress: increases were achieved in Groups 1 & 5, decreases were recorded in the other groups. Changes in recording methodology account for the non-achievement of some of these targets. The 08-09 figures are in brackets in the 3rd column above.		
% residents who state vandalism or graffiti is a problem in the local neighbourhood	45% in Reg. Areas 25% Clacks-wide	Decrease
Progress: Clacks 1000 2009 survey equivalent figures are 20% Clackmannanshire wide		Progress: Clacks 1000 2009 survey equivalent figures are 49% in regeneration areas
Increase the positive public perception of the general crime rate	42.7% say there is more crime than 2 years ago	Decrease to 38%
Progress: Survey data not available until September 2009. In future SOAs, we will use the Clacks 1000 data and not this indicator which is less representative.		
Number of accidental dwelling fires	8.75 per 10000 pop	Reduce
Progress: the figure increased in 2008-09 to 10.5		
Number of accidental fire fatalities	0.09 per 10000 pop	Reduce
Progress: the figure increased this year to 0.20		

FS

FS

DEVELOPMENTS IN 2008-09

- 9.7 The partners know from Clacks 1000 surveys that safety in communities is a top priority for all those living in Clackmannanshire. In 2008-09 a great deal of partnership work has been undertaken to reduce crime and accidents and achieve our chosen outcomes.

Community Policing In Clackmannanshire

- 9.8 The shape of community policing took on a new look following a review of the way officers engage with the public at a local level. A new community policing team was established in Alloa, one of eight new community policing teams in each of the area commands.
- 9.9 The underlying principle of the teams is Police and Communities Together (PACT). Officers work with the public to set priorities for action and closely monitor progress against plans. Each community officer has their own web page in which they update the PACT priorities and use as a channel to communicate developments, appeals and other local news.



Road Safety

- 9.10 Central Scotland Road Safety Partnership, consisting of Central Scotland Fire and Rescue Service, Central Scotland Police, Scottish Ambulance Service and NHS Forth Valley, delivered its first Safe Drive Stay Alive roadshows in 2008. The roadshow aims to educate 4th, 5th and 6th year pupils and college students (who, statistically are at a far higher risk of being involved in accidents than older more experienced drivers) to reduce death and serious injuries.
- 9.11 In addition, Clackmannanshire's community wardens have been involved in cycle safety awareness for children and young people of all ages through the Ready Steady Bike and 'Stay Safe' campaigns. These focus on essential cycling skills learning in a fun context.

- 9.12 Mini-moto operations were run on a regular basis in response to reports of nuisance and noise from use of mini-motos and off road motorcycles. These include a strong element of personal and road Safety and particular success has been achieved in reducing related antisocial behaviour in various areas of the county. ASB in the

Antisocial Behaviour Impact Team & Community Support

- 9.13 Partners in Clackmannanshire have established an Antisocial Behaviour Impact Team which comprises community police officers and community wardens deployed over evenings and weekends.



- 9.14 These patrols have been effective in responding to community concerns and provide a visible joint presence within communities where they interact positively and signpost diversion opportunities and signpost other services.



- 9.15 These patrols also enable reduction of alcohol consumption in young people, confiscation of alcohol and an interactive link with young people and other service providers such as Youth Outreach Service.



- 9.16 The wardens are also involved in an initiative to provide football and coaching skills to a range of young people who are vulnerable to being involved in antisocial activities. This has proved very successful with an identified reduction in antisocial behaviour in communities and benefits for individual young people including improvements in health and fitness and more positive lifestyles.



10.0 PRIORITY OUTCOME: SUBSTANCE MISUSE AND ITS EFFECTS ARE REDUCED

OVERVIEW: ACHIEVING OUR OUTCOMES

- 10.1 The partnership performed quite well in achieving its targets in respect of the challenging issue of substance misuse and its effects on individuals, families and communities. Also in 2008 the General Register Office for Scotland reported that drug related deaths in Clackmannanshire fell to 4 from 5 in 2007, which, in turn, was down from the 7 in 2006. These, however, are very small numbers for the purposes of being meaningful as indicators and there remain difficulties in establishing meaningful outcome measures for this area. This has resulted in the partnership reviewing and significantly altering the indicators from the 2008-09 SOA to the 2009-10 document
- 10.2 The table on the opposite page shows progress on the targets which were set in the 2008-09. The colours used in the progress column represent the following:

Green = target has been achieved

Red = target has not been met

Grey = data is not available for this report OR revision of target

- 10.3 Overall for the 4 indicators associated with this outcome, the breakdown in achievement in 2008-09 was as follows:



CONTRIBUTING TO NATIONAL OUTCOMES

- 10.4 The outcomes achieved in 2008-09 in Clackmannanshire contribute to the following national outcomes:

5. Our children have the best start in life and are ready to succeed

6. We live longer, healthier lives

8. We have improved the life chances for children, young people and families at risk

9. We live our lives safe from crime, disorder and danger

11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

ACHIEVEMENT AGAINST TARGETS (APRIL 2008 to MARCH 2009)

Indicator	Baseline	2008-09 Target
% of local residents surveyed who cite alcohol abuse and drug abuse/dealing as dislikes about their neighbourhood	Regeneration Areas – 55% Clacks Overall Alcohol – 38% Drug Abuse/dealing – 33%	Reduce % of local residents surveyed who cite alcohol and drug misuse as dislike about their neighbourhood.
Progress: Clacks 1000 2009 survey equivalent figures are for Clacks overall: Alcohol - 27% Drug Abuse/Dealing - 21%		Progress: Clacks 1000 2009 survey equivalent figures are for regeneration areas: Alcohol - 61% Drug Abuse/Dealing - 54%
No. drink driving offences	134 2006-07	Reduce number
Progress: In 2008-09 there were 72 alcohol related driving incidents and 4 alcohol related road collisions		
Problem drug use prevalence rate	1.05% 2003	Decrease from 2003 levels and below Scottish average
Progress: This national survey has not been repeated so equivalent data is not yet available.		

FS

FS

DEVELOPMENTS IN 2008-09

- 10.5 Tackling substance misuse and, in particular, alcohol misuse, is a long-standing priority for the Alliance and is an issue which has the potential to cut across all its other priority outcomes. The consequences of alcohol misuse impact on the work of all partners and in 2008-09 continuing effort was put into initiatives to support people and communities.

Safer Streets

- 10.6 In 2008 the Clackmannanshire Community Safety Partnership implemented a Safer Streets campaign over the festive period. In order to tackle alcohol related crime, antisocial behaviour and disorder, the partnership put in place:

- targeted enforcement of, and support for, specific premises and locations
- high visibility, targeted policing
- provision of Safe/Night Zones to reduce risks for users of the night-time economy
- identification of persistent offenders (in relation to alcohol related disorder and violence) for further intervention.

- 10.7 There were also a number of alcohol free events for young people, including:

- sports & activities
- blue light discos

- 10.8 In addition, a number of activities related to licensing were implemented, including:

- pub-watch schemes
- support for the work of licensing inspectors.

Clackmannanshire Healthier Lives

- 10.9 In 2008, the Alliance awarded additional Fairer Scotland funding to the Clackmannanshire Healthier Lives programme to support people with alcohol related health issues.
- 10.10 Where alcohol is identified as being an issue for the individual at initial assessment, the CHL offers intensive support via specialist alcohol key workers and counsellors.
- 10.11 A tiered approach to alcohol misuse is providing an intensive and locally targeted model to support recovery and progression towards employment. This targeted approach aims to ensure that those most at risk and vulnerable individuals can access support to reduce the impact of excessive alcohol consumption on themselves, their families and their communities.
- 10.12 It is expected that in the 2009-10 SOA Annual Report, more comprehensive data on the work of CHL as it relates to alcohol will be available.

Supporting Individuals Out of Dependency

- 10.13 Alcohol or drug dependency can represent significant barriers to individuals wishing to be economically active. Clackmannanshire Works, the Alliance's Fairer Scotland funded employability service, works with individuals who have a range of barriers and have been involved in supporting those with alcohol or drug dependency to progress.

Case Study - Out of Dependency & Into Activity

Client C was looking for work in the construction industry and attended Clackmannanshire Works. C had been self-employed and needed a CSCS card and some help with job search. He was asked to come back to the project to prepare for the CSCS test and also to bring some evidence of the job offer. He failed to attend the appointments which had been made for him and the Progression Adviser contacted him one month later by letter.

When C did return to the project, it was clear that he was under the influence of narcotics of some kind. He was given an appointment and asked if he could attend drug free. After an in-depth interview and assessment, C revealed he was currently on a methadone replacement programme and was being supported by a Community Psychiatric Nurse (CPN). He gave Clacks Works permission to contact the CPN as he wanted to work towards gaining confidence enough to be able to prepare job applications and attend interviews.

With support from Clacks Works and health services, C passed his CSCS test. As he is still on the methadone programme, it will probably take some time before returning to the labour market. However, he has also been discussing the possibility of further education at the local college to increase his skills and enhance his job prospects. With the continued support of the project and his CPN, partners have confidence that C will manage to maintain his rehabilitation programme and secure employment.

11.0 PRIORITY OUTCOME - Improved Quality Of Public Services

OVERVIEW: ACHIEVING OUR OUTCOMES

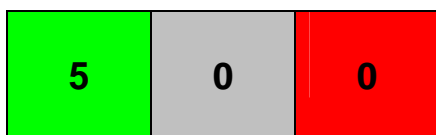
- 11.1 In the first SOA, the focus within this priority outcome was primarily the Council; and in 2008-09 the Council achieved all its targets.
- 11.2 However, in keeping with the evolution of the SOA, in 2009-10 indicators have been amended to incorporate other public services and to include meaningful indicators derived from the Clacks 1000.
- 11.3 The table on the opposite page shows progress on the targets which were set in the 2008-09. The colours used in the progress column represent the following:

Green = target has been achieved

Red = target has not been met

Grey = data is not available for this report OR revision of target

- 11.4 Overall for the 5 indicators associated with this outcome, the breakdown in achievement in 2008-09 was as follows:



CONTRIBUTING TO NATIONAL OUTCOMES

- 11.5 The outcomes achieved in 2008-09 in Clackmannanshire contribute to the following national outcomes:
- 1. We live in a Scotland that is the most attractive place for doing business in Europe*
- 15. Our public services are high quality, continually improving, efficient and responsive to local people's needs*

ACHIEVEMENT AGAINST TARGETS (APRIL 2008 to MARCH 2009)

Indicator	Baseline	2008-09 Target
Experience of public services as very or quite good	62%	Longer term 65%.
Progress: Clacks 1000 2009 survey shows that overall across Clackmannanshire the rate of people experiencing public services as good or very good is 68%.		
Council number of SPIs in top quartile	24%	30% 2008-9 33% 2009-10 36% 2010-11
Progress: target exceeded, with the figure being 42%.		
Cash releasing revenue savings as a proportion of total revenue budget	NA	2% year on year
Progress: target met (Council)		
% call resolved at first point of contact at the Council contact centre	80%	Year 1 - 82% Year 2 - 84% Year 3 - 86%.
Progress: in March 2009, 83% of calls were being resolved at first point of contact.		
In year Council tax collection rate	93%	Increase
Progress: target met.		

DEVELOPMENTS IN 2008-09

Clackmannanshire Council's Performance

- 11.6 An Accounts Commission report published in 2008 showed Clackmannanshire Council achieving its best ever scores and established Clackmannanshire as the Council with the best average ranking in Scotland. Analysis of Accounts Commission figures showed that not only did Clackmannanshire Council improve its performance year on year for the past five years, it also had an increasing number of indicators in the top 3 and top 8 of Councils across Scotland.
- 11.7 Clackmannanshire Council achieved 11 first place rankings in 2007/08 and improvements were made in almost two-thirds of rankings. In addition, the Council was ranked first in Scotland for the following indicators:
- % of residential places occupied by older people that have en-suite facilities
 - % of care staff in residential homes for children who are qualified
 - % of householder planning applications dealt with within two months
 - % of premises with a minimum food hygiene inspection frequency of 12 months or less, that were inspected on time. (Last year, Clackmannanshire Council was ranked 30th in Scotland for this indicator.)
- 11.8 Other areas where the Council has made significant improvements include processing benefits claims (an improvement from 31st in Scotland to 7th).



Central Scotland Police Gain Gold Healthy Working Lives Award

- 11.9 In 2008, Central Scotland Police has become the first police force in Scotland to achieve a gold award which recognises efforts to improve the health, safety and well-being of its employees.
- 11.10 The Gold Healthy Working Lives award built on the success of the force in assisting with the improvement in the lifestyles of all staff. In previous year the force's efforts were recognised with bronze and silver awards, when the initiative was known as SHAW (Scottish Health at Work).
- 11.11 A number of measures have been put in place over recent years as the force has turned around a poor sickness record and improved attendance at work. These have included healthy eating programmes, exercise initiatives and a range of other measures aimed at enhancing healthy lifestyles of staff. Of significance has been maintaining and improving mental health in an environment which can be stressful for staff and ensuring employees have access to support services quickly.

Public Service Excellence

- 11.12 In 2008-09, partners in Clackmannanshire achieved a number of external accreditations and awards for a wide range of services. Some of these included:



Forth Valley College received a commendation in the Service Providers Category (Under 24's) at the Herald Society Awards 2008 which aim to recognise and celebrate the people behind public services in Scotland. The prize was for outstanding work with Alloa Academy as part of an Alternative Curriculum Education initiative. Its primary objective is to show the benefits of education to pupils aged between 15 and 16 years old who have

become disillusioned with the school curriculum and are potentially facing bleak futures. Each year, students are identified with a tailored course being devised to meet their learning and social needs

In addition, **Forth Valley College** achieved the best results of any Scottish college in an HMIE Inspection in 2008-09. The inspection covered each of the College's eight teaching departments across all campuses, including the Alloa Campus. Of the 16 areas that were graded within the teaching departments, the College was awarded top marks of 'very good' in thirteen areas and received 'good' marks in the remaining three areas. Inspectors also looked at seven key cross-college processes that have a direct impact on students. These included Leadership and Management, Access and Inclusion, Guidance and Support, and Quality Assurance. All seven processes were awarded the top mark of 'very good'.



NHS Forth Valley was the top Board in the Scottish mainland for hand washing amongst staff. They achieved a 97% success rate compared with a national average of 88% in the Scottish Government's Hand Hygiene The Scottish Government Hand Hygiene Campaign. In addition, for the sixth successive year, NHS Forth Valley was one of the top three health boards in Scotland for uptake in flu vaccinations. More than 78% of the 43,000 people over 65 received a flu jab – well above the national target rate of 70%.



Central Scotland Police - the force was recognised externally last year in several key areas involving the management of staff. The way the force develops staff and their careers was marked with success at the Falkirk Herald Business Awards.



Clackmannanshire Council's Property Contracts staff won a top national performance award for the second year in a row. The service was named 'Best Performer' at the annual Association for Public Service Excellence (APSE) performance network awards. They were also a finalist in the 'Most Improved' category. Meanwhile, Land Services were finalists for the first time in the 'Most Improved Performance for Street Cleansing' category.

12.0 OVERALL ASSESSMENT

Priority Outcome

The Area Has A Positive Image & Attracts People & Businesses	4	1	2
Our Communities Are More Cohesive & Inclusive	1	2	2
People Are Better Skilled, Trained and Ready For Learning & Employment	4	0	1
Vulnerable People & Their Families Are Supported	6	2	1
Health Is Improving & Health Inequalities Are Reducing	2	1	3
The Environment Is Protected & Enhanced For All	3	3	0
Our Communities Are Safer	2	2	5
Substance Misuse & Its Effects Are Reduced	2	1	1
Public Services Are Improving	5	0	0
	29	12	15
	52%	21%	27%

FAIRER SCOTLAND FUND

FAIRER SCOTLAND FUND

ACHIEVEMENT OF FAIRER SCOTLAND ASSOCIATED INDICATORS

The following table summarises those indicators identified by the Alliance as being of particular importance in terms of achieving the priorities agreed in terms of Fairer Scotland funding.

Indicator	2008-09 Target
Business Start Ups	Increase the number of VAT registered businesses year on year
Business Survival Rates	Decrease the number of businesses deregistering for VAT
Clackmannanshire total tourism revenue	Increase year on year
% Clackmannanshire datazones in most income deprived in Scotland (5%-15%)	Reduce proportion in longer term
% Working Age people who are economically active	Increase % year on year
% Employment Rate (of those able)	Increase % year on year
Income Support Claimants as % of total population aged 16-59	Improve ranking in national terms
% Clackmannanshire datazones in most income deprived in Scotland (5%-15%)	Reduce proportion in longer term
% Working Age people who are economically active	Increase % year on year
% Employment Rate (of those able)	Increase % year on year
Income Support Claimants as % of total population aged 16-59	Improve ranking in national terms
Proportion of school leavers going into employment, education or training	Increase
Overall attainment levels of pupils at the end of S4; % of pupils attaining 5+ awards at Level 4 or better	75% by 2009 78% by 2010 81% by 2011
Attainment of the lowest performing 20% of pupils at the end of S4	Average tariff score 62 at the end of 08-09 Average tariff score of 70 at the end of 09-10 Average tariff score of not less than 70 at the end of 2010-11
Overall levels of achievement of looked after children	95% looked after and accommodated children attain at least an SCQF Level 3 award in English and Mathematics at the end of S4
Number of adults successfully completing classes for improving literacy and numeracy	440 in 09-10 480 in 10-11
Proportion homeless people maintaining their tenancy for at least 12 months	Maintain the high level of re-housing arrangements which are sustained.
Timeframes met for initial appointments to mental health services	88%
% adults smoking	Reduce rate of smoking among adults to 22%
Rate of adult physical activity	50% of adults accumulating a minimum of 30 minutes per day of physical activity on 5 or more days per week
Reduce health inequalities in Clacks	Reduce inequalities by increasing the rate of improvement for the most deprived communities by 15% across a range of indicators including cancer and coronary heart disease,
Teenage pregnancy rates	Decrease pregnancy rate per by 20%

Proportion of protected nature sites in a favourable condition	Increase to 95% by 2010-11
% residents visiting historic or architecturally valuable sites/buildings	Increase year on year
% residents who state vandalism or graffiti is a problem in the local neighbourhood (Clacks wide)	Decrease
% residents who state vandalism or graffiti is a problem in the local neighbourhood (Regeneration areas)	Decrease
Increase the positive public perception of the general crime rate	Decrease to 38%
% of local residents surveyed who cite alcohol abuse and drug abuse/dealing as dislikes about their neighbourhood (Clacks wide)	Reduce % of local residents surveyed who cite alcohol and drug misuse as dislike about their neighbourhood.
% of local residents surveyed who cite alcohol abuse and drug abuse/dealing as dislikes about their neighbourhood (Regeneration areas)	Reduce % of local residents surveyed who cite alcohol and drug misuse as dislike about their neighbourhood.
No. drink driving offences	Reduce number

12	8	10 (33%)
----	---	-------------

FAIRER SCOTLAND FUND

AGGREGATE SPEND 01 APRIL 2008 - MARCH 2009

PROGRAMME

	2008/09
EMPLOYABILITY	£
NEW FUNDING	
Clackmannanshire Works	309.9
C-Mee	31.8
Homestart	31.6
Recyke a Bike	12.1
Motor-Vation	49.4
Community House	30.1
Cafe Society	17.8
LWTT - Learning for Change	33.8
LWTT - Work Experience	51.5
Candies Cuisine	15.9
More Choices More Chances	172.5
INTERIM FUNDING	
New Approaches	87.6
Working for Families	57.5
Other Projects (8)	66.0
	<u>967.5</u>
HEALTH IMPROVEMENT	
NEW FUNDING	
Street Sport	24.0
Reachout with Arts in Mind	17.0
Clackmannanshire Healthier Lives	109.3
Women & Girls Group	2.8
Sauchie Active8	18.8
LADA	5.0
INTERIM FUNDING	
Other projects (2)	12.9
	<u>189.8</u>
	<u>c/f 1,157.3</u>

Financial Monitoring

The aggregate spend in 2008/09 on projects approved by the Alliance to date, together with interim funding on 15 projects which were carried forward from the previous funding programme, amounted to **£1,415.3m.**

The amount of balances carried forward from 2007/08 into 2008/09 in respect of the former New Approaches and Working for Families projects amounted to **£178.4k.**

The amount of Fairer Scotland Fund grant awarded for 2008/09 amounted to **£1,823.0m.**

The amount of grant carried forward as a balance into the financial year 2009/10 is **£586.1k.**

Outcome Monitoring

The majority of projects have submitted monitoring returns to a good standard and are generally progressing well against outcomes and targets agreed in Service Level Agreements.

Any non-compliance in terms of late or non submission of returns has been closely monitored and appropriate action taken.

Any on-compliance in terms of meeting outcomes and targets is be investigated and reported to the Alliance.

PROGRAMME

2008/09

£

b/f 1,157.3

SUBSTANCE MISUSE

NEW FUNDING

Addiction Support & Counselling 18.0

Signpost 10.1

INTERIM FUNDING

Other projects (1) 35.8

63.9

POSITIVE IMAGE

NEW FUNDING

Promoting Clackmannanshire

- Town Centre Bid Management 0.0

- Town Centre Improvements 0.0

- Tourism Co-ordinator 0.0

- Marketing / Campaigning 0.0

Green Mapping Initiative 15.0

INTERIM FUNDING

Other projects (2) 20.6

35.6

OTHER

Dedicated Management Support 121.5

Clacks 1000 9.6

Administration Charge 27.4

158.5

AGGREGATE TOTAL

<u>1,415.3</u>

Report to Scrutiny Committee

Date: 10th September 2009

Subject: Following the Public Pound

Report by: Head of Finance

1.0 Purpose

- 1.1. This report provides details on funding provided to Arms-Length External Organisations (ALEOs) across the Council in the current financial year 2009/10.
- 1.2. Details of individual funding arrangements by each Service are provided in the appendix to the report.

2.0 Recommendations

- 2.1. That the Committee notes the content of the report.

3.0 Considerations

- 3.1. In accordance with new guidance on Following the Public Pound approved by Council in December 2007, it is the responsibility of the Head of Finance to maintain a central register of ALEO funding.
- 3.2. Scrutiny Committee were provided with details of funding arrangements in place in 2008/09 at its meeting on 9th October 2008. This report updates the funding budgeted in 2009/10 in accordance with the current register of agreements. The appendix to this report provides details of sums due to be paid to each organisation in 2009/10 together with a comparison with 2008/09 figures. The report demonstrates that £1.064m of spend is currently being incurred by Council Services through ALEO's.
- 3.3. Most of the payments in 2009/10 are extensions of existing funding arrangements with these organisation, either through SLA's or other form of agreement. Where new funding arrangements have been made, the revised funding transfer documents outlined in the approved Code of Guidance have not been completed and submitted to Head of Finance for confirmation that transfer is appropriate. These procedural issues will be tackled through further training for officers on Following the Public Pound to be arranged by the Head of Legal and Administration Services.

- 3.4. As part of this years budget setting process it will be a requirement that there is clarity of the contributions each organisation will make to the priorities of the Council and, if relevant, the outcomes contained within the SOA.

4.0 Sustainability Implications

- 4.1. N/A.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒

5.3. Staffing - none

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 2008 - 2011 (Please tick ☒)

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

(2) Council Policies (Please detail)

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 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

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

None

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 ☐

Following the Public Pound – report by Martin Dunsmore, Accounting & Budgeting Manager to Scrutiny Committee, 9th October 2008.

Revised Guidance - Following the Public Pound - report by Jackie McGuire, Head of Administration & Legal Services to Council, 13th December 2007

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Martin Dunsmore	Accounting & Budgeting Manager	2041

Approved by

NAME	DESIGNATION	SIGNATURE
Muir Wilson	Head of Finance	Muir Wilson (signed)
Angela Leitch	Chief Executive	Angela Leitch (signed)

Social Services		Amount		Organisation		Status		Remarks	
	£49,070.00	£49,536.00	Advocacy into Action		Vol/Community	SLA			
	£8,080.00	£8,280.00	Alcohol Support & Counselling		Vol/Community	SLA			
	£0.00	£51,491.00	Barnardos - freagarrach		Charity	SLA			
	£7,550.00	£0.00	CAB		Vol/Community	SLA			
	£2,890.00	£2,964.00	CHAS - Rachel House		Charity	Discretionary Grant			
	£1,180.00	£1,215.00	Clacks Victim Support		Charity				
	£23,290.00	£23,874.00	Clacks Woman's Aid		Vol/Community	SLA - IN progress via Housing			
	£3,450.00	£3,536.00	Crossroads Clackmannan Care Attendant Scheme		Charity	Discretionary Grant			
	£1,150.00	£1,150.00	Deafblind Scotland		Charity	Discretionary Grant			
	£3,230.00	£3,310.00	Epilepsy Connections		Vol/Community				
	£5,250.00	£5,785.00	Family Mediation		Charity	Discretionary Grant			
	£15,780.00	£26,024.00	FV Advocacy		Vol/Community	SLA			
	£14,350.00	£16,180.00	Independent Living Association		Vol/Community	Invoices			
	£24,400.00	£14,708.00	Homestart		Charity	SLA			
	£7,870.00	£25,004.00	Homestart		Charity	SLA			
	£58,550.00	£8,070.00	Open Secret		Charity	SLA			
	£7,180.00	£60,328.00	P.R.C.T.		Charity				
	£22,180.00	£2,514.00	P.R.C.T.		Vol/Community	SLA			
	£4,710.00	£22,376.00	People First		Vol/Community				
	£40,860.00	£4,824.00	Relate Forth Valley		Vol/Community				
	£950.00	£46,297.00	SAMH		Vol/Community	SLA			
	£7,590.00	£968.00	Scottish Spina Bifida		Charity				
		£7,780.00	Who Care's		Charity				
	£309,560.00	£386,214.00							
Education & Community Services									
	£41,656.00	£41,656.00	Hawthill Community Association		Vol/Community				
	£26,250.00	£26,250.00	Reachout with Arts in Mind		Vol/Community				
	£12,500.00	£12,500.00	C/S Clackmannanshire Ltd		Company				
	£4,480.00	£4,480.00	Clackmannanshire Arts Forum		Vol/Community				
	£7,100.00	£0.00	Clackmannanshire Sports Council		Vol/Community				
	£5,000.00	£5,000.00	Clackmannan Town Hall Trust		Vol/Community				
	£5,000.00	£5,000.00	Devonvale Hall Company Ltd		Company	Funding approved by Council			
	£248,700.00	£254,960.00	Apex Leisure Management Ltd		Company	Funding approved by Council			
	£21,200.00	£21,200.00	Play Alloa		Vol/Community	Subsidiary company of Council			
	£371,886.00	£371,046.00							
Corporate Development Services									
	£8,220.00	£8,425.00	Central Scotland Racial Equality Council		Vol/Community				
	£15,170.00	£15,625.00	Central Scotland Rape Crisis		Vol/Community				
	£23,390.00	£24,050.00							
Housing Services									
General Fund Housing	£138,586.00	£131,868.00	Clackmannan Citizens Advice Bureau		Vol/Community	New SLA			
	£59,076.00	£60,560.00	Alloa Community Enterprise		Vol/Community	Furniture project			
	£38,000.00	£38,950.00	LADA		Vol/Community				
	£16,560.00	£16,974.00	Homestart		Vol/Community				
	£1,800.00	£1,000.00	Soup Pot		Vol/Community				
	£10,000.00	£10,250.00	Open Secret		Vol/Community				
	£264,022.00	£259,602.00							
HRA	£10,414.00	£10,942.00	Clackmannan Citizens Advice Bureau		Vol/Community				
	£12,400.00	£12,400.00	Clackmannan Tenants & Residents		Vol/Community	New SLA			
	£22,814.00	£23,342.00							
TOTAL	£991,672.00	£1,064,254.00							

Report to Scrutiny Committee

Date: 10 September 2009

Subject: Internal Audit Progress Report - 30 June 2009

Report by: Senior Auditor

1.0 Purpose

- 1.1. This report provides the quarterly update on progress of the Internal Audit Annual Plan, as approved by Scrutiny Committee on 9 April 2009, in accordance with the Financial Regulations.
- 1.2. The report also provides the quarterly update on the progress of implementation by Officers of recommendations from previous Internal Audit Reports and of the National Fraud Initiative for 2008-09.

2.0 Recommendations

- 2.1. The Committee is asked to note the reports and progress made to 30 June 2009.

3.0 Considerations

- 3.1. Progress on completion of the Annual Plan 2009-10, is summarised in the table below, with more detail being provided in Appendix A.

Status of Audits	Number	%
To be Commenced	13	81%
Planned	-	-
Onsite/Ongoing	3	19%
Draft Report Issued	-	-
Final Report Issued	-	-
Total	16	100%

- 3.2. At 30 June 2009, three audits in the 2009-10 Plan have commenced onsite, including Client Monies, Information Security and Capital Expenditure.
- 3.3. In addition, Appendix A reflects the audits relating to the Annual Plan 2008-09 which are still to be finalised and reported to Scrutiny Committee. Once the report has been finalised and reported to Scrutiny Committee, these audits will be removed from Appendix A.

Final Reports

- 3.4. In addition, five audit reports have been issued in final for the 2008-09 Plan, with five additional audits being completed or having reports issued in draft. Of the five reports issued in final, the following four are summarised for members in Appendix B to E. :-
- Community Chest (Appendix B)
 - Risk Management (Appendix C)
 - Homeless Procurement (Appendix D)
 - Corporate Network and System Access Controls (Appendix E)

Progress of Follow Up

- 3.5. Within action plans agreed by Officers for previous Internal Audit Reports, there were fifty seven recommendations which were due to be implemented by 30 June 2009, arising from eleven reports. The progress made by Officers on these recommendations is summarised in Appendix G.
- 3.6. The progress of recommendations which have not been fully implemented will continue be followed up by Internal Audit quarterly, until they have been adequately implemented.

National Fraud Initiative 2008-09

- 3.7. The matches continue to be investigated with 956 of the 3,247 (29.4%) having been concluded. This has resulted in five errors or fraud amounting to approximately £4,300 being detected. Where relevant, recovery proceeding are in operation.

4.0 Sustainability Implications

- 4.1. There are no sustainability implications.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes ☒

5.3. *Staffing*

5.4. There are no staffing implications.

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 2008 - 2011** (Please tick ☒)

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

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

Financial Regulations

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 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

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

Appendix A - Approved Internal Audit Plan 2009-10

Appendix B - Community Chest

Appendix C - Risk Management and Monitoring

Appendix D - Homeless Procurement

Appendix E - Corporate Network and System Access

Appendix F - Definition of Assurance Assessment and Priorities

Appendix G - Progress of Follow Up of Internal Audit Reports

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
Susan Mackay	Senior Auditor	452047

Approved by

NAME	DESIGNATION	SIGNATURE
Muir Wilson	Head of Finance	
Angela Leitch	Chief Executive	

PROGRESS ON APPROVED INTERNAL AUDIT ANNUAL PLAN

APPENDIX A

Audit	Annual Plan	Service	Weeks	Progress
Managemnt of PPP Contracts	2009-10	Corporate	6	To Be Commenced
Information Security	2009-10	Corporate	6	Onsite
Procurement	2009-10	Education	6	To Be Commenced
Capital Expenditure	2009-10	Finance	6	Onsite
Purchase Ordering, Invoicing and Payment	2009-10	Finance	6	To Be Commenced
Gas Inspections in Council Housing	2009-10	Housing	5	To Be Commenced
Data Protection	2009-10	HR	6	To Be Commenced
Child Protection	2009-10	Social Work	6	To Be Commenced
Managemnt of Client Monies	2009-10	Social Work	6	Onsite
Managemnt of MAPAA	2009-10	Social Work	6	To Be Commenced
Purchase Cards	2009-10	Corporate	5	To Be Commenced
Financial and Operating Controls x 3	2009-10	Education	8	To Be Commenced
Waste Management	2009-10	Environmental	6	To Be Commenced
Fleet Management	2009-10	Property Services	6	To Be Commenced
Governance	2009-10	Related Companies	6	To Be Commenced
Governance	2009-10	Valuation Joint Board	4	To Be Commenced
Allocation of Council Housing	2008-09	Services To People	5	Ongoing
Business Continuity/Emergency Planning	2008-09	Council-wide	6	Ongoing
Political Governance	2008-09	Chief Executive	6	Ongoing
Pavroll review - Assessors	2008-09	Corporate Development	5	Ongoing
Capital Contract Management	2008-09	Property Services	-	Ongoing
Health & Safety Management	2008-09	Council-wide	5	Draft Report Issued
General Ledger	2008-09	Finance	5	Draft Report Issued
Budget Monitoring	2008-09	Council-wide	5	Draft Report Issued
Council Tax	2008-09	Corporate Development	5	Draft Report Issued
Roads Maintenance	2008-09	Environmental	4	Final Report Issued

1. INTRODUCTION

- 1.1 This report summarises the issues arising from the Internal Audit review. Internal Audit reviewed the Community Chest processes within Chief Executive Service as part of the Audit Plan for 2008-09, which was approved by Scrutiny Committee on 27 March 2008.

2. SCOPE AND OBJECTIVES

- 2.1 The scope of the audit included a review of the administration of the Community Chest. The scope of the audit does not include an assessment of the appropriateness of awarding funds to a project.
- 2.2 The objectives of the audit were to provide assurance on the key controls within Community Chest. Six key controls were identified and tested and the adequacy of the internal controls were established. These internal controls can only provide reasonable and not absolute assurance against misstatement or loss. A definition of the assurance assessments is provided in Appendix F. The key controls and assessments were as follows:

Key Control	Assurance Assessment
The roles and responsibilities of the Council are clearly defined and understood in the administration of the Community Chest fund.	Significant
Income is invoiced, recovered and banked on a timely basis.	Significant
Applications for funding are processed accurately and on a timely basis.	Significant
Suitable applications are formally considered by representatives from Sterling Mills and Sterling Furniture.	Significant
Monies are only paid out if a claim is properly authorised.	Significant
Income and Expenditure in relation to the fund is regularly reconciled and the reconciliation is independently verified.	Significant

3. SYSTEM OVERVIEW AND AUDIT OPINION

- 3.1 There are sound controls in place in relation to the Community Chest processes. There is clear segregation of duties, together with independent verification of transactions. Income and payments are regularly monitored and there ongoing meetings with the sponsors.

- 3.2 From the testing undertaken, the following strengths were identified:
- The Community Chest is highlighted under the section Independent Funds, within the Financial Regulations,
 - Procedures on reviewing, processing and reporting on applications are consistently complied with,
 - Records are updated on a continual basis and available funds are monitored,
 - There are accurate records maintained of income and expenditure and close monitoring of balances,
 - Staff are aware of their responsibilities and there is documented guidance.

4. RECOMMENDATIONS

- 4.1 A summary of the recommendations raised from the audit are included in a Management Action Plan in the report. Management comments, the date for implementation and Responsible Officer have been reflected within with Action Plan.
- 4.2 The Management Action Plan contains the following priority of recommendations. Definitions for the priority assessments are provided in the Appendix E.

Priority Assessments	Number
Priority 1	-
Priority 2	1
Priority 3	3
Priority 4	1

1. INTRODUCTION

- 1.1 This report summarises the issues arising from the Internal Audit review. Internal Audit reviewed the risk management and monitoring processes within the Council, as part of the Audit Plan for 2008-09, which was approved by Scrutiny Committee on 27 March 2008.

2. SCOPE AND OBJECTIVES

- 2.1 The scope of the audit included review of the corporate risk management strategy, delegation of monitoring and management to Services, identification of risks and mitigating controls and ongoing review and reporting. The scope did not include review of individual/personal risk assessments or the appropriateness of such risk assessments.
- 2.2 The objectives of the audit were to provide assurance on the key controls within risk management and monitoring arrangements. Six key controls were identified and tested and the adequacy of the internal controls were established. These internal controls can only provide reasonable and not absolute assurance against misstatement or loss. A definition of the assurance assessments is provided in Appendix F. The key controls and assessments were as follows:

Key Control	Assurance Assessment
There is a formal Risk Management Strategy in place which has been approved by those responsible for governance	Reasonable
Risk Management is linked to the strategic and corporate objectives of the Council	Reasonable
Risk Management is linked to the strategic and operational objectives of the Services	Limited
Guidance has been prepared in relation to risk management and officers and members are aware of their responsibilities	Significant
The risks facing the Council are identified, evaluated, managed and monitored	Limited
Significant risks facing the Council are routinely reported internally and to members	Significant

3. SYSTEM OVERVIEW AND AUDIT OPINION

- 3.1 There are moderate controls in place in relation to the risk management and monitoring processes. There is a formal risk management policy in place, together with Corporate and Service Risk Registers. There is an awareness of risk management corporately and at a Service level, with risk assessments routinely undertaken. However identification of operational risks and the mitigating controls is not undertaken consistently or by all Services across the Council. Some controls to mitigate and manage strategic risks are also still to be identified. This could lead to a failure to demonstrate that strategic and operational risks are being adequately managed.
- 3.2 From the testing undertaken, the following strengths were identified.
- There are written strategies and policies for risk management which have been formally approved at Council meetings,
 - There is a corporate risk register in place since March 2008, which has been maintained on an on-going basis, in order to reflect all significant risks which the Council may be exposed to,
 - There has been reporting of risk management both internally and to members during 2007/08 and 2008/09.
- 3.3 From the testing undertaken, the following areas for improvement were identified.
- Overall responsibility and championing of risk management has not been allocated to one Officer,
 - Some controls to mitigate and manage strategic risks have not been identified,
 - Some services have not yet completed or only partly completed a Risk Register.

4. RECOMMENDATIONS

- 4.1 A summary of the recommendations raised from this audit are included in a Management Action Plan in the report. Management comments, the date for implementation and Responsible Officer have been reflected within the Action Plan.
- 4.2 The Management Action Plan contains the following priority of recommendations. Definitions for the priority assessments are provided in Appendix E.

Priority Assessments	Number
Priority 1	2
Priority 2	16
Priority 3	1
Priority 4	-

1. INTRODUCTION

- 1.1 This report summarises the issues arising from the Internal Audit review. Internal Audit reviewed the procurement of goods and services for the Homeless section within Housing Services, as part of the Audit Plan for 2008-09.

2. SCOPE AND OBJECTIVES

- 2.1 The scope of the audit included review of the ordering of goods and services procedures within the Homeless section in Housing Services and the extent to which the Council's policy and best practice is adhered to. The scope did not include the appropriateness of the goods and services purchased.
- 2.2 The objectives of the audit were to provide assurance on the key controls within Homeless Procurement. Five key controls were identified and tested and the adequacy of the internal controls were established. These internal controls can only provide reasonable and not absolute assurance against misstatement or loss. A definition of the assurance assessments is provided in Appendix F. The key controls and assessments were as follows:

Key Control	Assurance Assessment
Authorised purchase orders are being raised with adequate detail and matched to purchase invoices.	No Assurance
Purchases invoices are being coded accurately and authorised by the appropriate person.	Limited
Procurement of items ensures value for money.	No Assurance
Items purchased are allocated to the relevant homeless unit and inventory maintained.	Limited
Clear stock records are maintained when items are held in stock.	Limited

3. SYSTEM OVERVIEW AND AUDIT OPINION

- 3.1 There are limited controls operating and being adhered to in relation to procurement within the Homeless section. Purchase orders are not consistently completed, retained or attached to purchase invoices, although all purchase invoices were agreed as having been properly authorised.
- 3.2 From the testing undertaken, the following strengths were identified.

- All Order forms available from the sample had sufficient information to determine the nature, quantity and quality of goods being ordered,
- All Invoices checked as part of the sample were found to be authorised by an appropriate signatory, and within their designated levels of spend,
- All order forms attached to purchase invoice were authorised whilst maintaining a segregation of duties,
- All order forms and invoices were found to be made payable to the Council, with delivery to a known Council address.

3.3 From the testing undertaken, the following areas for improvement were identified.

- The service uses a purchase requisition form for officers to order goods/services which is a non approved form, and is then replicated when the centralised purchasing team complete an Official Council Order Form,
- A high number of Order forms did not have an agreed price quoted on the official order form,
- The service cannot demonstrate value for money in its procurement,
- A sample of purchase orders were authorised by Officers without relevant authority,
- There was a lack of stock records kept for the movement of goods kept within Housing Services.

4. RECOMMENDATIONS

- 4.1 A summary of the recommendations raised from this audit are included in a Management Action Plan in the report. Management comments, the date for implementation and Responsible Officer have been reflected within the Action Plan.
- 4.2 The Management Action Plan contains the following priority of recommendations. Definitions for the priority assessments are provided in Appendix E.

Priority Assessments	Number
Priority 1	8
Priority 2	5
Priority 3	-
Priority 4	-

1. INTRODUCTION

- 1.1 This report was undertaken by Scott Moncrieff and summarises the issues arising from their Internal Audit review. This audit was undertaken as part of the Audit Plan for 2008-09.

2. SCOPE AND OBJECTIVES

- 2.1 The scope of the audit included a review the corporate network and an access controls review of the Child Care Information System (CCIS) and Housing Management System. The purpose of the audit was to provide assurance that there are effective physical and logical security controls in place to ensure the confidentiality, integrity and availability of the Council's corporate and key application.
- 2.2 The audit covered an overview of the manner in which the Council ensures that there are appropriate management and monitoring arrangements in place. In addition the review also covered how access controls for CCIS and Housing Management system ensure access to date is restricted and effective segregation of duties exists.
- 2.3 The objectives of the audit were to provide assurance on the key controls within corporate network and system access. Eight key controls were identified and tested and the adequacy of the internal controls were established. These internal controls can only provide reasonable and not absolute assurance against misstatement or loss. A definition of the assurance assessments is provided in Appendix F. The key controls and assessments were as follows:

Key Control	Assurance Assessment
Network access is controlled.	Limited*
There is appropriate security over network devices	Limited*
Data is transmitted securely	Reasonable*
There is appropriate resilience and recovery designed into the network	Limited*
There is effective network monitoring	Reasonable*
Application system access controls comply with all relevant Council IT security policies	Reasonable*
Use access is provided on a need-to-have/need-to-know basis.	Limited*
User access ensures effective segregation of duties.	Limited*

ANNUAL PLAN 2008-09

* Scott Moncrieff have a different mechanism for measuring and reporting assurance and priority assessments, however these have been restated by the Senior Auditor for comparability purposes.

3. SYSTEM OVERVIEW AND AUDIT OPINION

- 3.1 In our opinion, the management and monitoring of the corporate network and controls over system access require improvement before they can be considered to be adequate. We were pleased to note that there were strong controls over the administration of the CCIS. In addition, there were clearly defined roles and responsibilities within IT for the administration of specific areas of the network and staff were provided with appropriate training to ensure that they have the skills to maintain the network. Notwithstanding this, we have identified, below, those areas where significant improvement is required.

Corporate Network

- 3.2 It is recommended that controls are improved over access to and use of powerful user accounts. Access to the Administrator accounts should be restricted to a trusted individual with access to this granted through the use of secure password procedures. This will ensure that there is accountability for all use of Administrator accounts.
- 3.3 The Council should also conduct a detailed analysis of the risks involved in the current configuration of the network infrastructure. The majority of the Council's core infrastructure is located within the server room at Greenfield House and all sites connect into this for access to the network and applications. There is no mirroring or replication of data to other Council sites. Therefore, there is a risk that, in the event of a disaster such as fire or flooding within Greenfield, all Council users could lose the ability to access the network and applications. This risk is increased due to the absence of a complete IT disaster recovery plan and the fact that daily (incremental) backup tapes are stored within the Greenfield site which could result in the loss of one week of data in the event of a disaster.

System Access Controls

- 3.4 There is no list maintained within Housing in respect of the authorisation limits for transaction processing by each user within the Housing Management System. Therefore, there is a risk that users are processing transactions which exceed their delegated authority limits.
- 3.5 The Administrator account password for the Housing Management System, the most powerful account in the system, has not been changed from the default password. This password is known to Anite, the system provider, as well as a number of current employees. It is also likely that some former

ANNUAL PLAN 2008-09

employees of the Council and Anite may be aware of this password. There is a risk that access cannot be attributed to a specific individual. Furthermore, in the absence of any monitoring of use of this account, the Council are unable to determine whether there are any unauthorised transactions being processed.

4. RECOMMENDATIONS

- 4.1 A summary of the recommendations raised from this audit are included in a Management Action Plan in the report. Management comments, the date for implementation and Responsible Officer have been reflected within the Action Plan.
- 4.2 The Management Action Plan contains the following priority of recommendations. Definitions for the priority assessments are provided in Appendix E.

Priority Assessments	Number
Priority 1	-
Priority 2	23*
Priority 3	1*
Priority 4	-

* Scott Moncrieff have a different mechanism for measuring and reporting assurance and priority assessments, however these have been restated by the Senior Auditor for comparability purposes.

**DEFINITION OF ASSURANCE ASSESSMENTS
AND PRIORITIES**

APPENDIX F

Assurance	Definitions
Significant Assurance	There are sound controls operating within the system and these are complied with consistently. Risks are being controlled or mitigated. Good practice is in operation.
Reasonable Assurance	There are controls operating within the system. Some improvements could be made to further enhance the control environment. Significant risks are being adequately controlled/mitigated.
Limited Assurance	There are only minimal controls operating and the control environment requires to be improved. Risks are not being controlled/mitigated adequately.
No Assurance	There is an absence of basic controls within the system. A control environment must be established. Risks are not being controlled/mitigated.

Priority	Definition
1	There is a fundamental absence of control(s) which should be addressed immediately.
2	There is an absence of control(s) which should be addressed at the earliest opportunity.
3	There is an immaterial breakdown in control(s) which should be addressed as soon as practically possible.
4	A matter for consideration which is a point of good practice or could improve the effectiveness of the arrangements.

PROGRESS OF FOLLOW UP OF INTERNAL AUDIT REPORTS

APPENDIX G

Report Title	Priority				Number of Recommendations	Recommendations Implemented	Recommendation Outstanding
	1	2	3	4			
Community Chest	-	-	1	1	2	2	-
Education Maintenance Allowances	-	1	-	-	1	-	1
Fuel Management	-	1	-	-	1	1	-
Funding External Organisations	4	6	1	-	11	-	11
Home Care	1	15	1	-	17	3	14
Janitorial Overtime	-	3	11	-	14	4	10
Purchase Ledger	-	-	1	-	1	-	1
Regeneration Outcome Agreement	1	1	-	-	2	-	2
Street Lighting	-	2	-	-	2	-	2
Sundry Debtors	1	2	1	-	4	-	4
Throughcare and Aftercare	-	1	-	-	1	-	1
TOTAL	7	32	17	1	56	10	46

Report to Scrutiny Committee

Date: 10th September 2009

Subject: Statutory Performance Indicators 2008/09

Report by: Head of Business Improvement & Technology Services

1.0 Purpose

- 1.1. The Statutory Performance Indicators (SPIs) are submitted to Audit Scotland by each council annually, and measure performance across a wide range of services. This report discusses Clackmannanshire Council's performance from the 1st of April 2008 to the 31st of March 2009. The purpose of the report is to compare performance with previous years, and highlight areas of notable improvement, consistency and decline. Guidance and Definitions can be found in Appendix A and Performance Graphs are shown in Appendix B.

2.0 Recommendations

- 2.1. It is recommended that the Committee:
- Note the contents of this report and particularly, the areas where performance merits corrective action.

3.0 Considerations

3.1. Background

- 3.1.1. Clackmannanshire Council has shown strong performance in recent years, and in 2007/08 achieved the highest improvement levels of all Scottish councils. Positive performance continued in 2008/09, with improved or consistent results in over two thirds of measures, and improvement actions underway in a number of the remaining areas. The council reported all required data for 2008/09 which, once assessed by external auditors, will be made publicly available, thus fulfilling statutory requirements.
- 3.1.2. The process for gathering and reporting on Statutory Performance Indicators is changing this year, in line with Best Value arrangements. Previously, Audit Scotland published all councils' results each year, ranking councils in order of performance for each indicator. These results were then analysed and a further report brought to the Scrutiny Committee. As of this year, however, Audit Scotland will no longer publish this information and each council will hold responsibility for gathering and analysing comparative data.

3.1.3. This report will therefore analyse Clackmannanshire Council's performance in comparison to previous years, making reference in places to last year's rankings as contextual information. Overall performance will first be discussed, followed by indicators in which performance cannot be compared to previous years. Highlights of improving areas and consistently good performance will then be presented, followed by areas for improvement.

3.2. Overall Performance

3.2.1. Graph 1 shows that the council improved or maintained high levels of performance in 55% of measures. An additional 11% show consistent results in areas where cross-council benchmarking data is not available. A further 14% of measures cannot be compared to previous years (see section 3.3) so are not shown in Graph 1.

3.2.2. Strong performance across services is shown in Graph 2. This is particularly evident in Adult Social Work, Development Services and Roads & Lighting where at least three quarters of results showed improved or consistently good performance. 100% improvement is shown for Benefits Administration, however, it should be noted that there is only a single indicator in this area.

3.3. Areas Where Comparison is Not Possible

3.3.1. Of the 180 individual performance measures gathered in 2008/09, the council's performance in 25 measures (14%) cannot be compared to previous years. This is because previous data is not available or comparable due to the measures being introduced or changed in 2008/09, or because they relate to services not provided by Clackmannanshire Council.

3.3.2. The only new indicator this year includes 10 measures relating to the Scottish Housing Quality Standard. The calculation or definition of 14 measures has changed in 2008/09, in Community Care Services (6 measures), Staff Sickness Absence (2 measures) and Homelessness (6 measures). The council does not have residential accommodation for Other Adults (see Appendix A for definition), thus data is not submitted for this measure.

3.4. Improving Performance

3.4.1. Adult Social Work performance has improved in several areas, with Graph 3 showing continued improvement in respite nights provided for Other Adults, (ranked 7th out of 32 last year). There was also improvement in daytime respite care provided outwith day centres for Older People, where we were ranked 24th last year.

3.4.2. A reduction in the cost of Benefits Administration was reported (Graph 4), where we were ranked 8th in 2007/08, and 4th in 2006/07. The economic downturn has resulted in a greater caseload of people applying for benefits, which the service is managing to process with the same resources and staffing levels. There were also improvements in both categories for equal opportunities (Graph 5), ranked 24th and 20th in 2007/08, respectively.

- 3.4.3. Library Services surpassed the national target of 100 additions to Children's stock (ranked 26th last year, when only 53 were added). 176 were added in 2008/09, related to an increase in donations and buying more paperbacks, over more expensive hardbacks. Users of Learning Centres have increased steadily since the measure was introduced (Graph 6). 2008/09 saw a greater increase in this area due to a dedicated training course being offered and an extension of operational hours to times more suitable for some users.
- 3.4.4. Education & Children's Services also reported several areas of improvement, with the percentage of Looked After Children achieving a level 3 pass or above in at least English and Maths rising from 54.2% to 73.7% (Graph 7). Housing improvements include a significant reduction in the rent lost due to unoccupied houses (Graph 8, ranked 15th last year). Further improvements have also been reported in re-let times for housing stock (due to high demand in the current housing climate), and in tenant rent arrears written off or collected in the year.
- 3.4.5. Protective Services (Trading Standards and Environmental Health) showed improvements in areas including response to domestic noise complaints (discussed in 3.6.8) and completion of business advice requests within target. Graph 9 also shows that 99% of Trading Standards inspections of medium risk premises were completed within target time, as were 100% for high risk. These improvements relate to changes in procedures, and greater available resource through joint working with Stirling Council.
- 3.4.6. Roads & Lighting reported improvements in both areas of lighting repairs (Graph 10), both ranked in the bottom quartile last year. Improvement is also evident in Waste Management, in recycling (ranked 3rd last year), and refuse collection complaints (Graph 11, ranked 28th last year). Removal of abandoned vehicles within target time also improved, from 66.7% (ranked 23rd) to 100%, due to refocusing of service delivery and reviewing procedures.

3.5. Consistently Good Performance

- 3.5.1. Consistently good performance can be seen in various areas of Adult Social Work in 2008/09. Strong performance was again reported in the 5 indicators relating to staff qualification and privacy in residential homes (where 1st place rankings were achieved in 3 of these 5 indicators in 2007/08). Graph 12 also shows consistently good results for personal Home Care, and improvements in Evening/Overnight, and Weekend Home Care.
- 3.5.2. The value of civil liability claims incurred by the council remained at 0.0% of the revenue budget for the 5th consecutive year. Also, the percentage of the council's operational accommodation 'suitable for its current use' remained at 75.2%, and this is likely to improve further through the implementation of the Asset Management strategy.
- 3.5.3. As well as a significant improvement in additions to children's library stock, there was consistently good performance in additions to adult stock, where we were ranked 10th in 2007/08. Graph 13 demonstrates continued excellent performance in planning application processing. Here, the Householder and Overall categories are ranked by Audit Scotland, and neither has been below 3rd place in at least the last 7 reporting years, with both in 1st place last year.

- 3.5.4. Consistently strong performance is also evident in Education & Children's Services, in primary and secondary school occupancy (ranked 4th and 1st, respectively, in 2007/08). Also, for the 4th year since the indicator was introduced, we provided 100% of respite care for children with disabilities outwith day centres. Graph 14 also shows continued strong performance in staff qualification in residential accommodation for children.
- 3.5.5. Though all councils have different categories, preventing comparison, Graph 15 shows consistent results (of over 90%) in 3 categories of housing repairs, with an improvement in the 4th. Graph 16 shows that there was consistently strong performance in the percentage of the road network that should be considered for maintenance treatment. There was also continued strong performance in response times for non-domestic noise complaints.
- 3.5.6. 100% of food hygiene inspections in the first 3 categories (Graph 17) were completed on time, for the 2nd year running. Performance in the 4th category is not ranked but there was a slight improvement, to 97.2%. Again, this is related to a review of service delivery in Environmental Health, including changes to procedures. Joint working with Stirling Council began in Trading Standards in 2005, and improved or consistently strong results in resolving consumer complaints have been seen in every year since.
- 3.5.7. Waste Management showed continued strong performance by achieving a cleanliness index of 74 (out of 100), ranked 3rd last year. It is also notable that the only 2 councils performing better than Clackmannanshire in this indicator were classed as 'Rural' councils, whereas Clackmannanshire is classed as 'Mixed' as it has both rural and urban areas.

3.6. Areas For Improvement

- 3.6.1. There were, however, some areas showing consistent results in low-ranked areas, or showing a decline on previous results. Improvement actions have been completed or planned to address many of these areas. We are a strong performer in several of the indicators below, which is unlikely to be significantly impacted by a slight decline, and often the council can justify focussing on other priorities that are likely to be of greater benefit to citizens.
- 3.6.2. In Criminal Justice, there was a reduction in Social Enquiry Reports submitted within target timescales from 95.5% (ranked 28th) to 89.4%. This indicator has been affected by an increase in demand, and a bid for extra staff has been sent to the Community Justice Authority. There was also a reduction in the average hours taken per week to complete Community Service Orders (Graph 18), though we were ranked 4th in Scotland for this indicator in 2007/08.
- 3.6.3. Graph 19 shows that there were consistent results (within 5% of last year's result) for the cost of council tax collection, ranked 24th in 2007/08. Consistent results were also reported for the percentage of council tax received in the year, ranked 29th last year. These results are related to factors including high unemployment and deprivation in the area (discussed in recent Economic Briefings from the Research and Information Team). In Asset Management, accommodation in satisfactory condition remained at 52.1%, which was ranked in 23rd last year.

- 3.6.4. Graph 6 shows consistent results for library borrowers (ranked 20th last year), though Audit Scotland reports show a national trend of decline in this area. There were mixed results for Learning Centres, with an increase in users, but a consistent result for the number of times terminals were accessed (Graph 20). These results may reflect a culture shift from libraries to learning centres, as well as increased home access to the internet.
- 3.6.5. There was a significant decline in museum attendance (Graph 21), ranked 23rd last year. With no fixed museum location, this indicator is dependent on the officer identifying opportunities and suitable accommodation for a reasonable duration for exhibitions, and the decline is also linked to the closure of the Alva visitors' centre by Visit Scotland.
- 3.6.6. Where new supervision requirements were made for children, those seen by a supervising officer within 15 days declined from 78.1% (ranked 24th) to 63.8%. An improvement plan is being developed in this area, including a new process where a standard letter will be sent to ensure meetings take place within target times. There was a significant decline in 2 indicators regarding respite care for children with disabilities. These were the number of respite nights provided (Graph 22) and the percentage of these nights that were not in a care home (down from 32.9% to 7.3%).
- 3.6.7. Declining performance was reported in some areas regarding tenant arrears, as well as the average time to sell council houses (Graph 23). While 70% of Housing indicators improved in 2007/08, this has reduced in 2008/09 due to national housing and credit issues. As well as tenants struggling with rent payments, there have been increased disputes regarding boundaries, title deeds and discounts. In addition to increased demand for repairs before purchase, and buyers experiencing difficulties in securing mortgages, these issues have impacted the time taken to sell council houses.
- 3.6.8. Graph 24 shows an increase in successful planning application appeals, however, there were still only 6 successful appeals out of 331 determinations. As mentioned in 3.4.5, there was a significant improvement in the first category of domestic noise complaints (Graph 25). There was, however, a decline in the second category, from 18 to 24 minutes. Response times are still faster than most emergency services, and our respective 8th and 2nd place rankings show that we respond faster than the majority of councils.
- 3.6.9. Graph 26 shows an increase in refuse service costs, both in the cost of collection and disposal, where we were ranked 21st for both indicators in 2007/08. Last year, however, only 6 councils reported decreasing costs for collection and only 3 reported decreasing costs for disposal, therefore these results are, again, in line with national trends.

3.7. Conclusions

- 3.7.1. Clackmannanshire Council continues to demonstrate positive performance in 2008/09 by improving or maintaining high performance levels in 55% of performance measures. A large proportion of those improving were areas in which the council previously received rankings in the bottom half of councils.

- 3.7.2. A further 11% of measures show consistent performance (where comparison with other councils is not possible). Consistent results can be seen in many areas where we have previously achieved top quartile rankings.
- 3.7.3. Some areas showed declining or consistent performance in low-ranked areas, though improvement plans are in place or in development for many of these.
- 3.7.4. A further 14% of indicators could not be compared to previous years.
- 3.7.5. Strong performance can be seen across services. Adult Social Work, Benefits Administration, Development Services and Roads & Lighting showed positive results in over three quarters of their indicators.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes ☐

There are no direct financial implications arising from this report.

5.3. Staffing

There are no direct staffing implications arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

- (1) **Our Priorities 2008 - 2011** (Please tick ☒)

- | | |
|--|--------------------------|
| The area has a positive image and attracts people and businesses | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/> |
| Our communities are safer | <input type="checkbox"/> |
| Vulnerable people and families are supported | <input type="checkbox"/> |
| Substance misuse and its effects are reduced | <input type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input type="checkbox"/> |

The environment is protected and enhanced for all ☐

The Council is effective, efficient and recognised for excellence ☒

(2) Council Policies (Please detail)

8.0 Equalities Impact

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

Yes ☐ No ☒

9.0 Legality

9.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

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

Appendix A – Guidance & Definitions

Appendix B – Performance Graphs

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
Judith Richardson	Quality Improvement Officer	01259 452 105

Approved by

NAME	DESIGNATION	SIGNATURE
Barry Dickson	Head of Business Improvement & Technology Services	Barry Dickson (signed)
Angela Leitch	Chief Executive	Angela Leitch (signed)

Appendix A – Guidance & Definitions

Further detail on any information contained within this report can be obtained by contacting Judith Richardson in the Business Improvement team.

Services

The ten service areas discussed are the Audit Scotland service groupings. These do not always directly correspond to Clackmannanshire Council's organisational structure or department names.

Some indicators are calculated as a value '...per 1,000 population' or '...per 1,000 households'. This is to enable comparison across local authorities of differing size.

Some indicators report on services provided for different age groups. 'Children' refers to those below the age of 18; 'Other Adults' refers to those aged between 18 and 64; and 'Older People' refers to those aged over 65.

Variance

Variance is calculated by dividing the value achieved for a performance indicator by the value achieved in the previous reporting year. A result of 1.00 would be achieved if exactly the same value was achieved in both years.

e.g. Administration cost per benefits case $\frac{£36.21}{£40.99} = 0.88$
(£40.99 in 2007/08, £36.21 in 2008/09)

In this case, better performance would be a lower cost, thus the example shows an improvement in 2008/09, with a percentage variance of 12%.

Reports from Audit Scotland highlight improvement and decline based on specific thresholds; the same thresholds have therefore been used in this report.

Consistent	Varying less than 5% from last year
Consistently Good or Poor	As above, but where last year's result was ranked in the top or bottom half of councils, respectively
Improvement or Decline	Varying between 5% and 15% from last year
Significant Improvement or Decline	Varying 15% or more from last year

Rankings

Audit Scotland compare each council's results annually and rank each council from 1 to 32 for each indicator. The best result in Scotland receives a 1st place ranking, and the worst, a 32nd place ranking (if all councils have been ranked for that indicator).

If 2 or more councils report exactly the same value, they would be given the same ranking for that indicator. As there may be national trends, such as rising costs in some areas, variance in values may not be reflected in the same change in rankings.

A council would not be ranked if it does not provide a certain service, if the council has not reported data for an indicator, or if auditors assess data as unreliable.

Quartiles

Rankings are often summarised into quartiles to give a broader indication of the council's position. As there are 32 Scottish councils, each quartile contains 8 councils. The top quartile contains the 8 councils performing best in that indicator, and the bottom quartile, the 8 councils performing worst in that indicator.

Top quartile	1 st to 8 th place rankings
2 nd quartile	9 th to 16 th place rankings
3 rd quartile	17 th to 24 th place rankings
Bottom quartile	25 th to 32 nd place rankings

Notes on Variance and Rankings

Each year over 170 individual performance measures are gathered by Audit Scotland (180 in 2008/09) but only around 80 are published in the ranked report. Therefore, over half of the measures do not receive rankings and it is not normally assessed whether these results are good or bad in comparison to other councils.

As the process for SPIs is changing, Audit Scotland will not publish or rank councils' performance data for 2008/09, therefore, each council will need to gather and analyse this information themselves.

Due to the size of Clackmannanshire, some results are exaggerated. For example, as there are only three secondary schools in the area, each school represents 33.3% of the total. Therefore, if the results for one school vary from one year to the next, this would be recorded as a significant change, whereas the variance would be less significant in a larger authority.

Areas of Limited Discussion

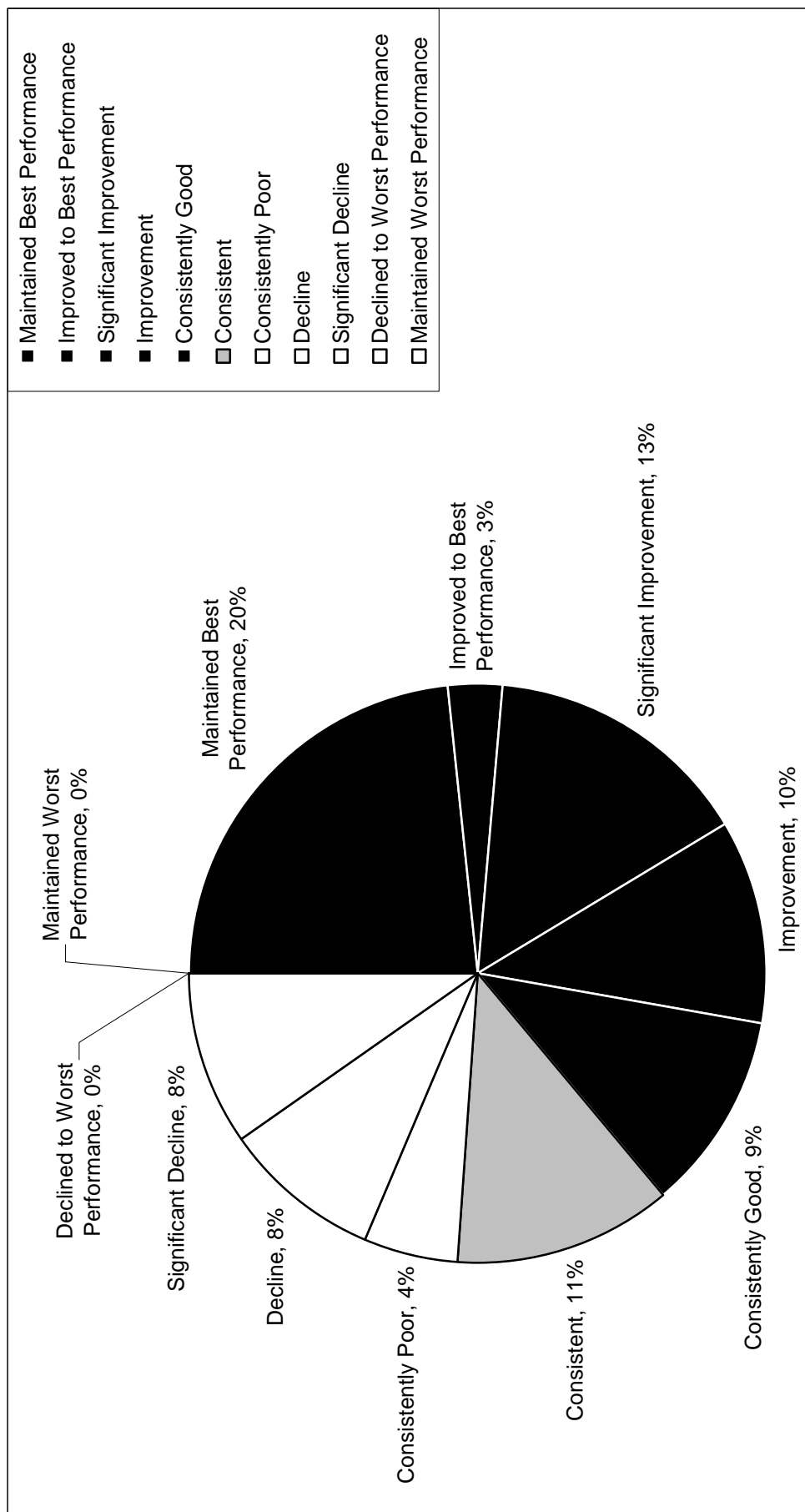
Due to the volume of data summarised in this report, only a selection of indicators can be discussed or shown in graphs.

24 performance measures can only be discussed to a limited extent as they were either introduced this reporting year, or their definition or calculation has been changed by Audit Scotland. Therefore, discussions in these areas are limited due to there being no appropriate comparable data for previous reporting years.

Clackmannanshire Council does not have residential accommodation for Other Adults (see Services section, above, for age group definitions), thus does not submit data for the indicator relating to this service.

Appendix B – Performance Graphs

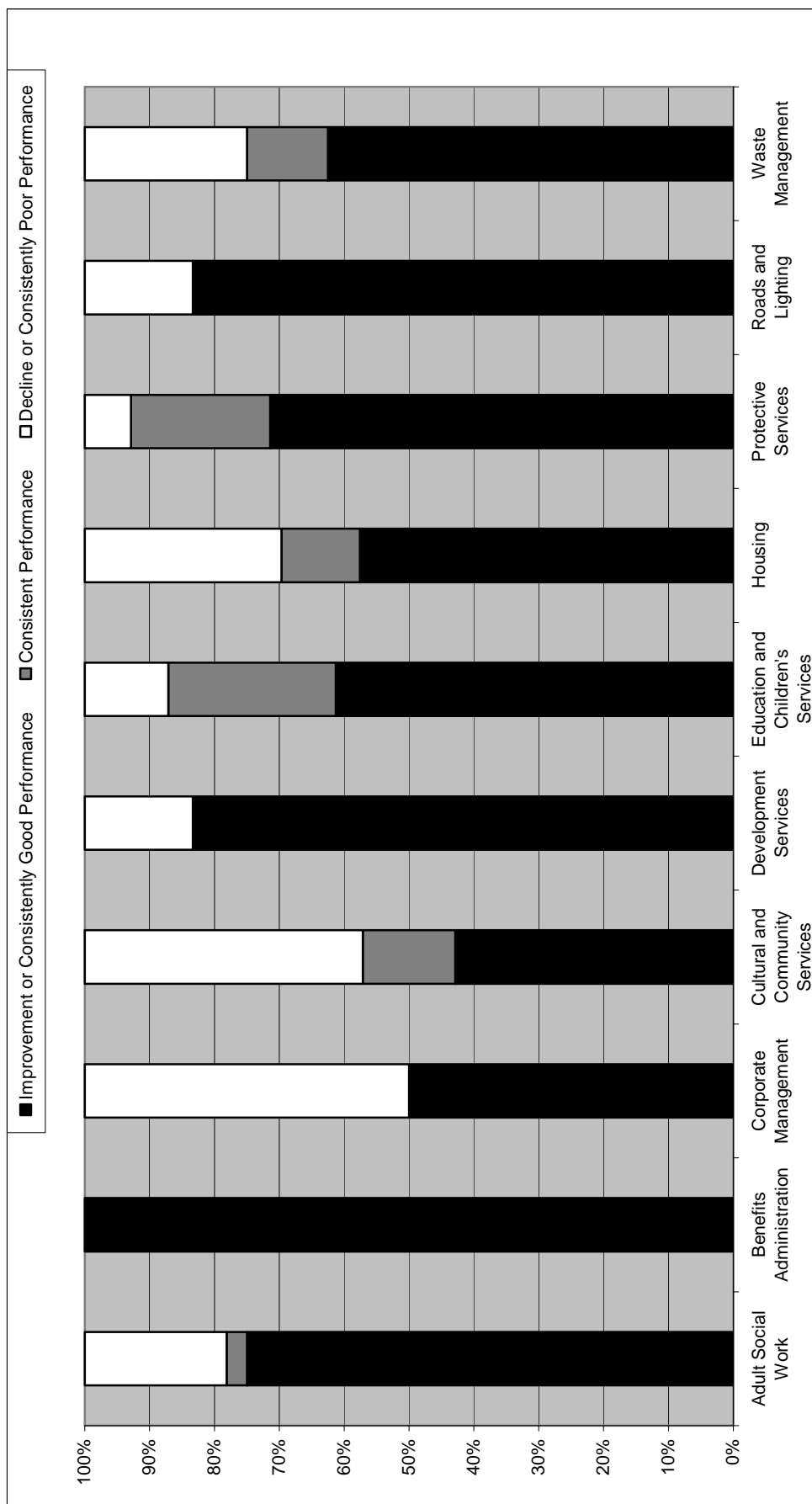
Graph 1



Shading in Graph 1 has been grouped with positive performance in black, negative performance in white, and performance that cannot be classed as positive or negative in grey. This graph shows only measures in which performance can be compared to last year. A further 14% of measures cannot be compared in this way as they were introduced or changed in 2008/09, or relate to services not provided by Clackmannanshire Council.

See Appendix A for category definitions.

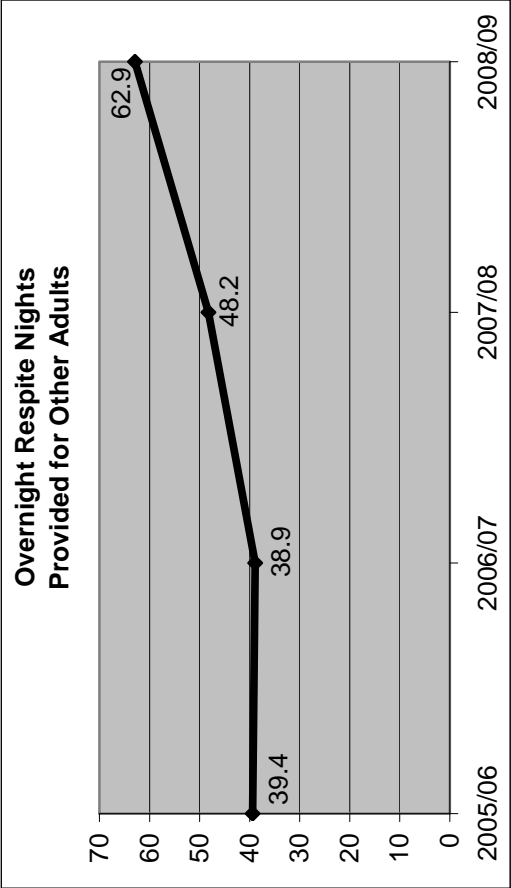
Graph 2



Graph 2 shows only measures in which performance can be compared to last year. Measures which cannot be compared in this way are those which were introduced or changed in 2008/09, or relate to services not provided by Clackmannanshire Council. The percentage of indicators has been used here as service groups all have different numbers of indicators, from only 1 in Benefits Administration, to 49 in Housing.

See Appendix A for category definitions.

Graph 3



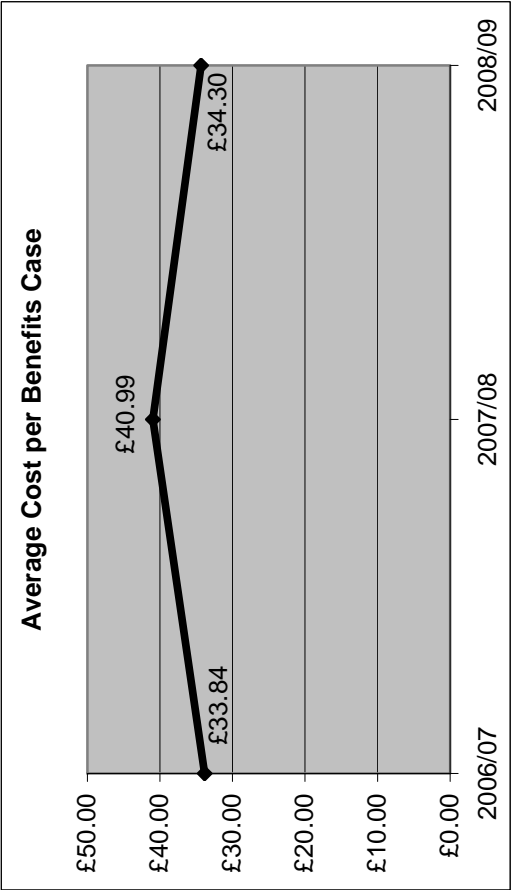
Adult Social Work

Respite Care:

Total overnight respite nights provided for other adults* (per 1,000 other adults in the resident population).

*Other Adults – people aged between 18 and 64

Graph 4

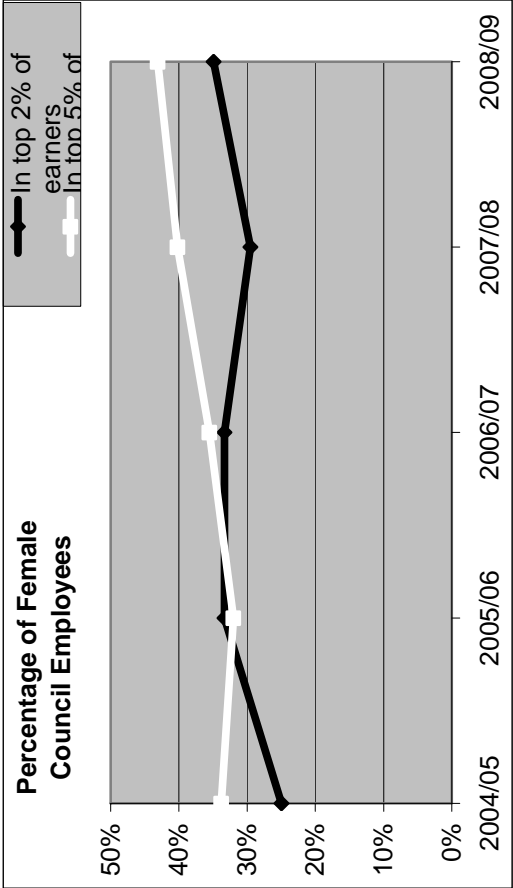


Benefits Administration

Administration Costs:

The gross administration cost per benefits case.

Graph 5

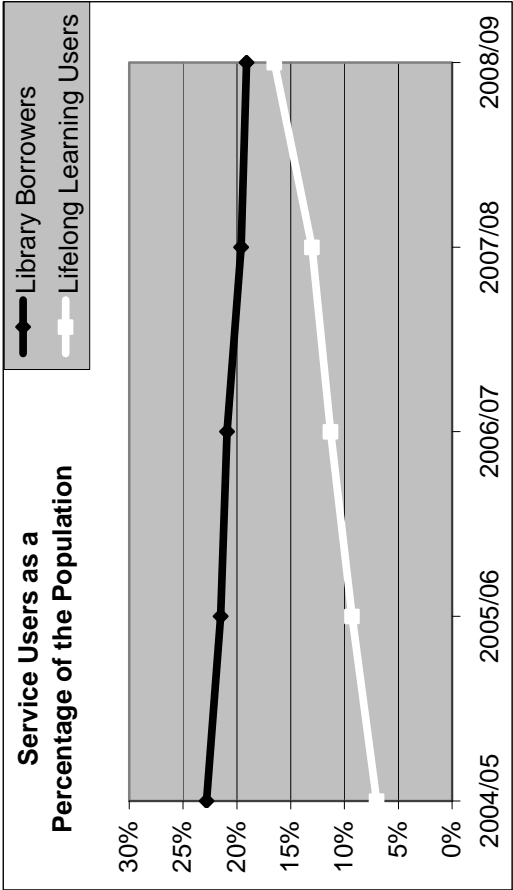


Corporate Management

Equal Opportunities:

The percentage of the highest 2% and 5% of earners among council employees that are women.

Graph 6

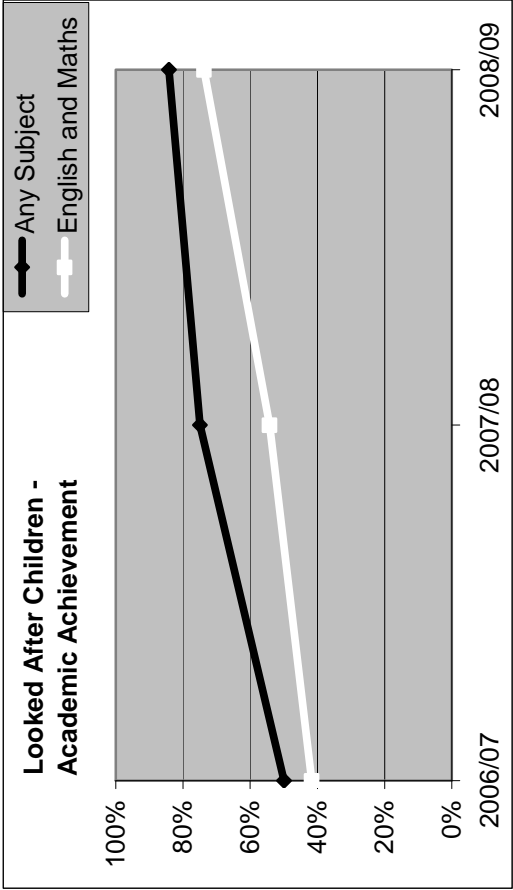


Cultural & Community Services

Library Services:

Library borrowers and users of learning centres and learning access points, as a percentage of the resident population.

Graph 7



Education & Children's Services

Looked After Children – Academic Achievement:

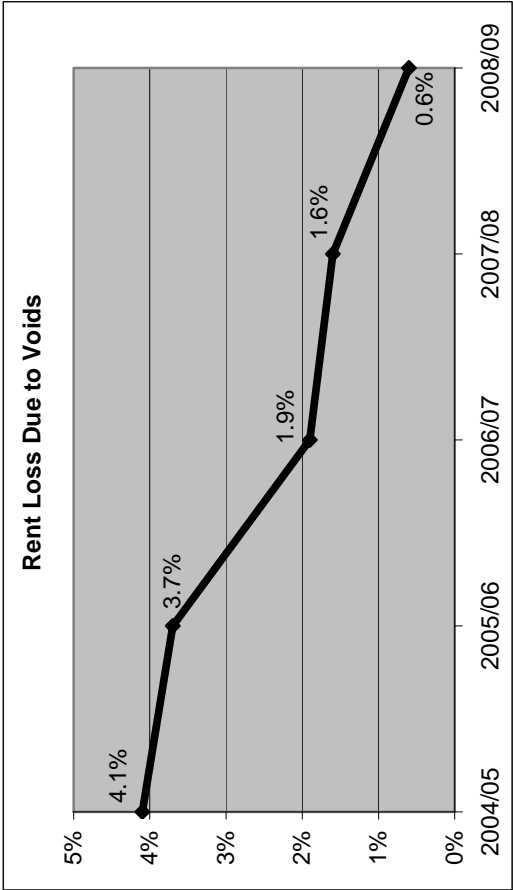
The percentage of young people ceasing to be looked after who achieved SCQF* level 3 or better in any subject, and those who achieved level 3 or better in English and Maths.

Note from Audit Scotland on interpretation:

"[The indicator] reflects the achievement of the council in ensuring that those young people leaving its care are equipped with basic skills for their future."

*SCQF – Scottish Credit and Qualifications Framework

Graph 8



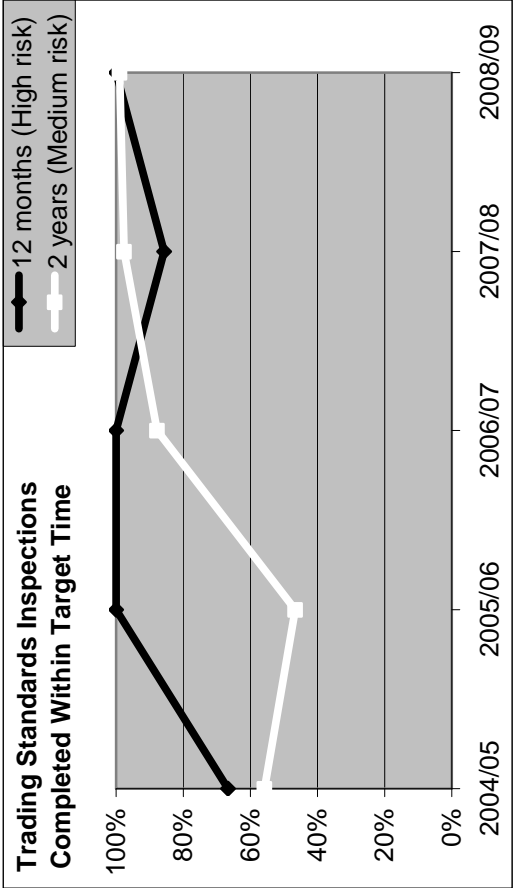
Housing

Managing Tenancy Changes:

The total annual rent loss due to voids*, expressed as a percentage of the total amount of rent due in the year.

*Voids – unoccupied council properties

Graph 9

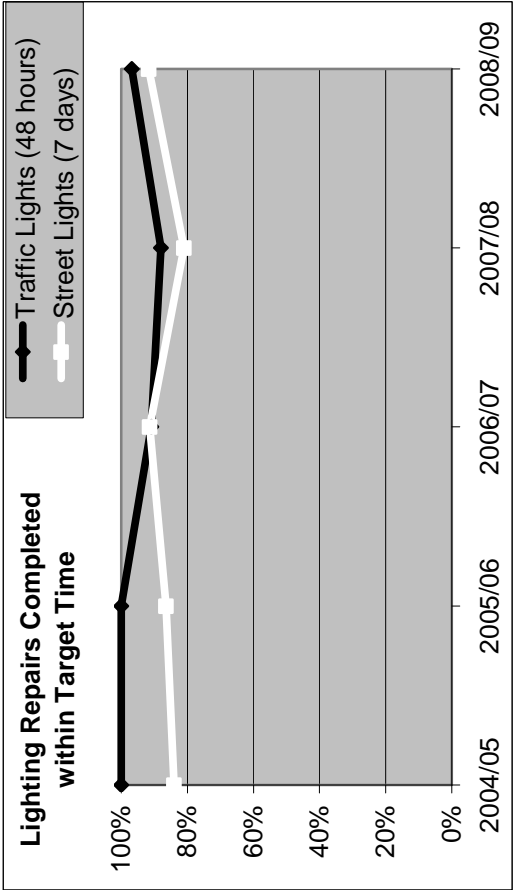


Protective Services

Inspection of Trading Premises:

The proportion of trading standards inspections completed within target time for premises with a minimum inspection time of 2 years (medium risk) and 12 months (high risk).

Graph 10

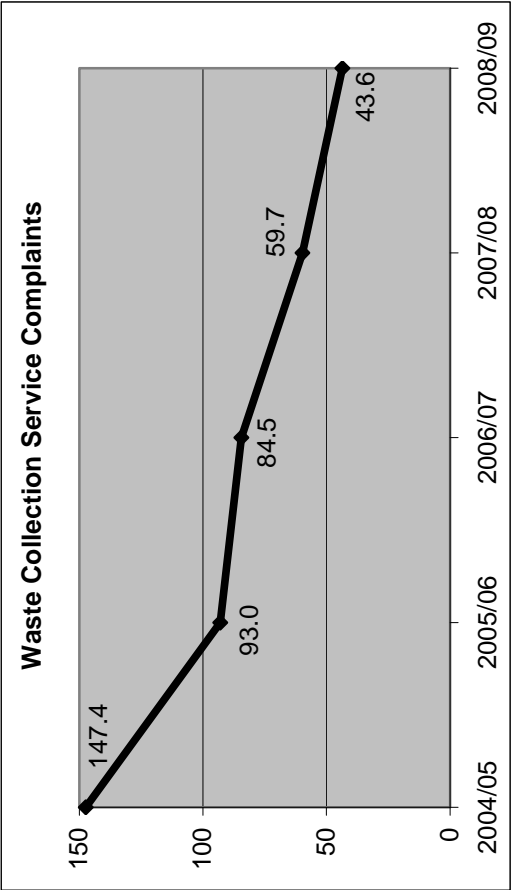


Roads & Lighting

Traffic and Street Light Failure:

The percentage of traffic and street lighting repairs completed within target timescales (48 hours and 7 days, respectively).

Graph 11

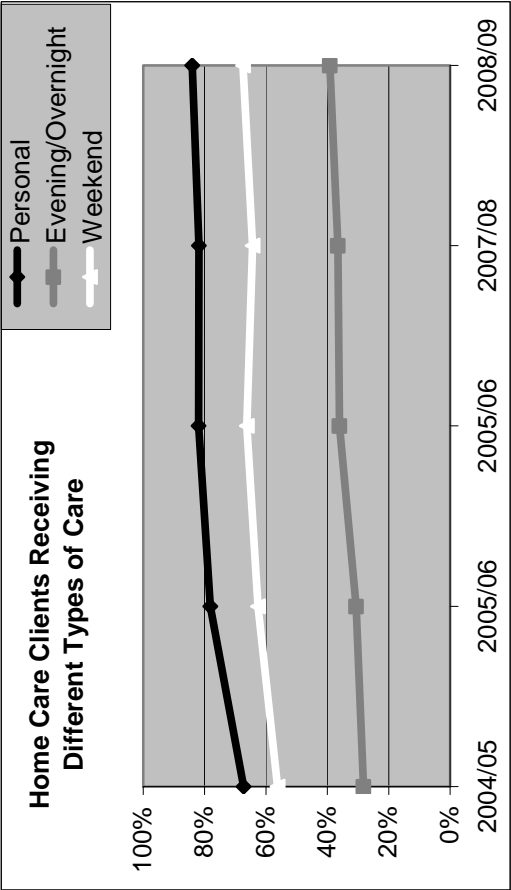


Waste Management

Refuse Collection Complaints:

The number of complaints per 1,000 households regarding the household waste collection service.

Graph 12



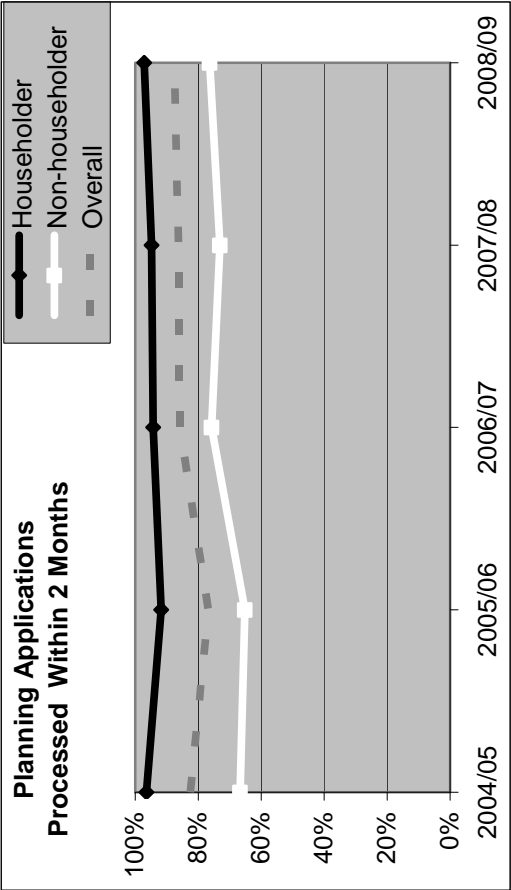
Adult Social Work

Home Care:

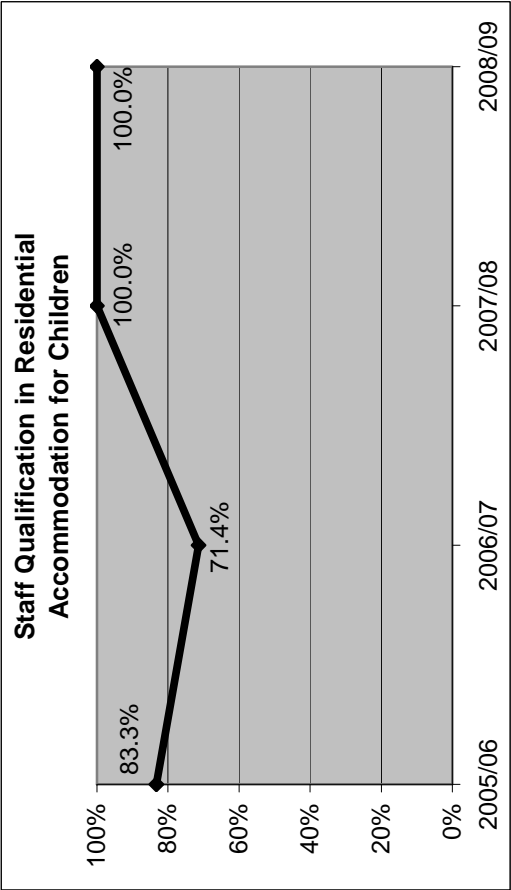
As a proportion of home care clients aged 65+, the number receiving

- personal care,
- a service during evenings/overnight,
- a service at weekends.

Graph 13



Graph 14



Development Services

Planning Applications Processing Time:

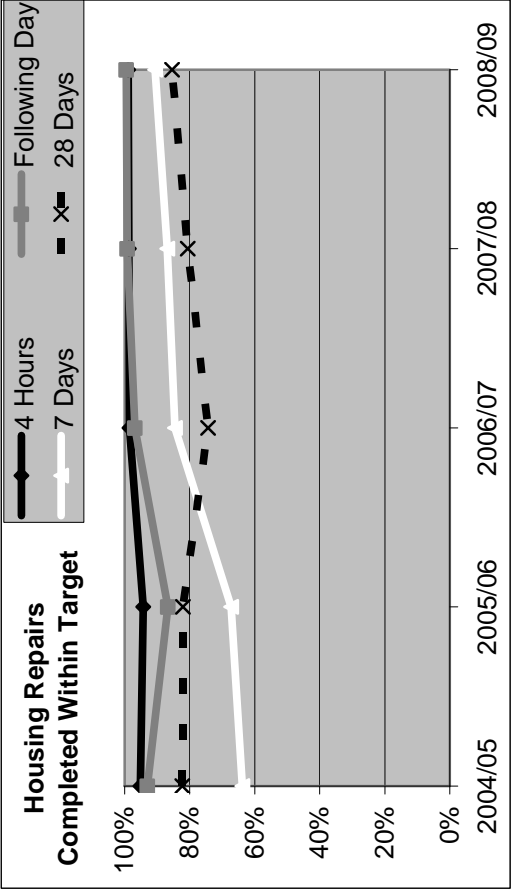
The percentage of planning applications dealt with within two months for householder applications, non-householder applications, and all applications.

Education & Children's Services

Looked After Children:

Staff qualifications – the percentage of care staff with appropriate qualifications for the level of post held, working in council residential children's homes.

Graph 15

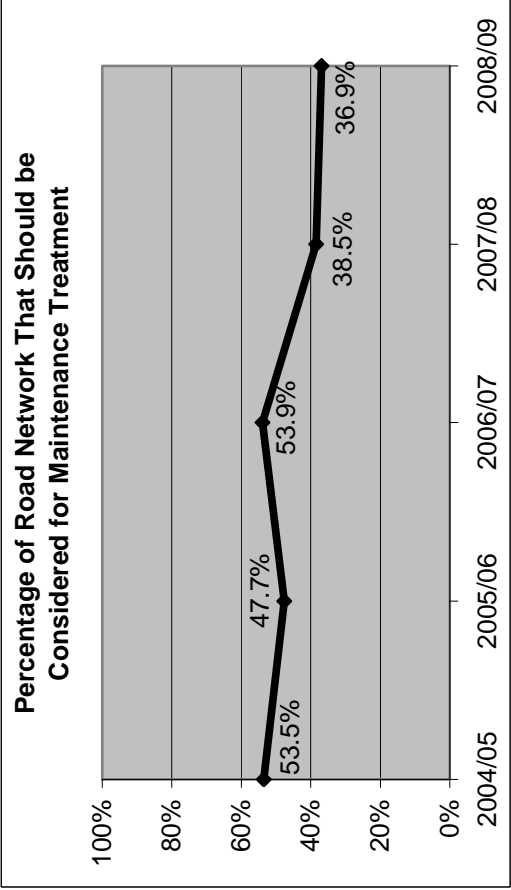


Housing

Response Repairs:

The percentage of repairs completed within targets times for each repairs category.

Graph 16

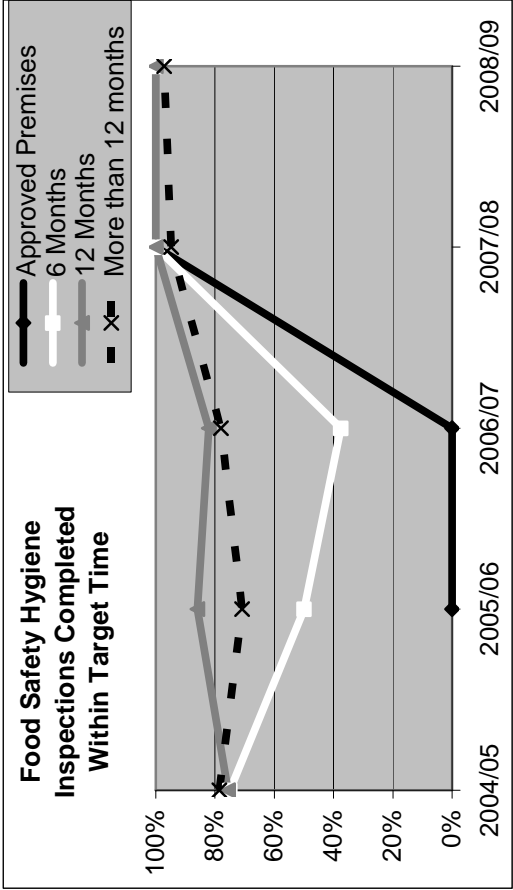


Roads & Lighting

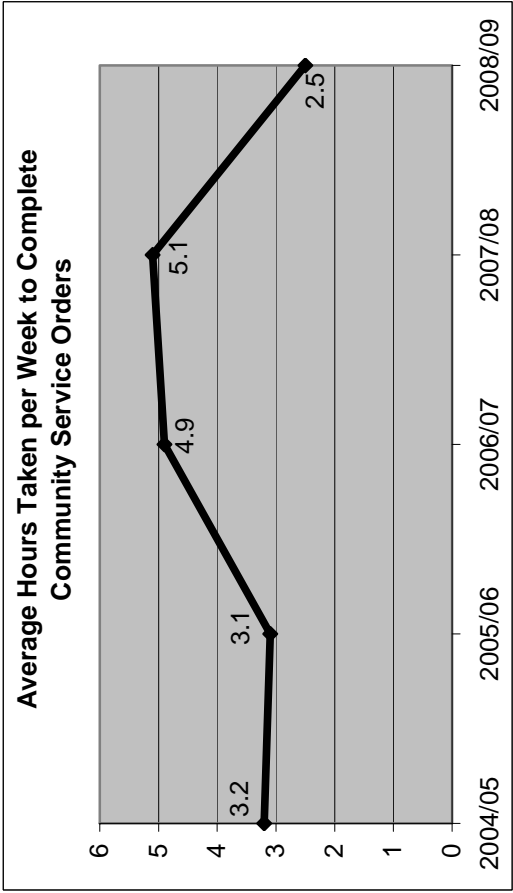
Carriageway Condition:

The percentage of the road network that should be considered for maintenance treatment.

Graph 17



Graph 18



Protective Services

Food Safety – Hygiene Inspections:

The percentage of inspections that were undertaken within the prescribed period for:

- Approved premises,
- Premises with a minimum inspection frequency of 6 months,
- Premises with a minimum inspection frequency of 12 months,
- Premises with a minimum inspection frequency of more than 12 months.

Note: The 'Approved Premises' category was introduced for the 2005/06 reporting year.

Adult Social Work

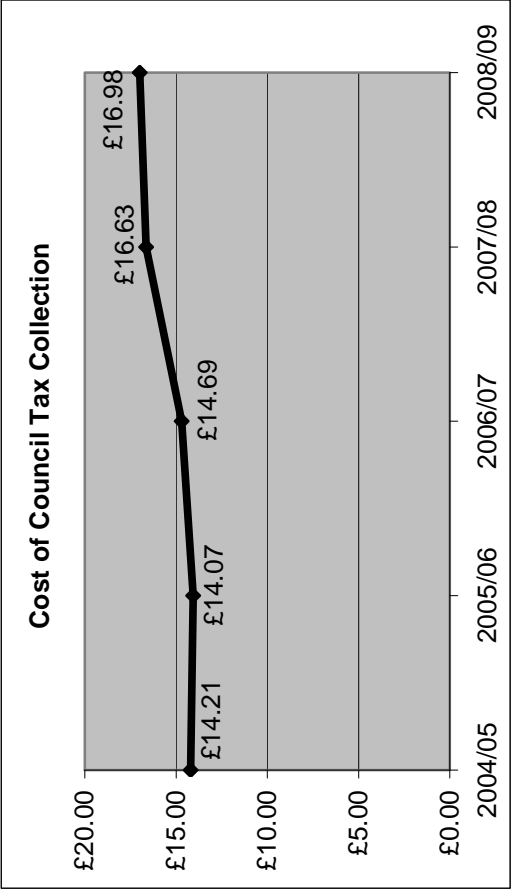
Criminal Justice:

The average number of hours per week taken to complete Community Service Orders.

Note from Audit Scotland on interpretation:

"Research has shown that community service tends to be more effective in reducing repeat offending, the shorter the time required to complete the hours ordered by the court. ... it is important that Councils manage the completion of the orders in such a way as to maximise, as far as possible, the amount of time served each week."

Graph 19

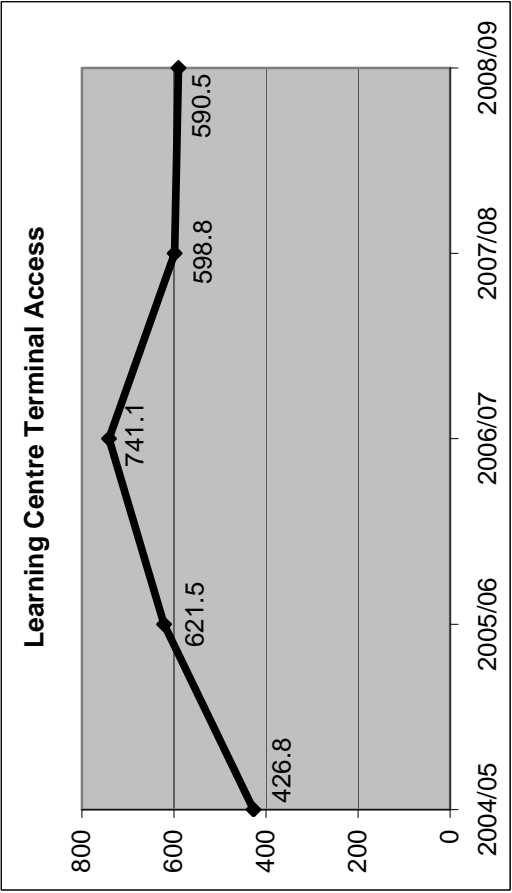


Corporate Management

Council Tax:

The cost of collecting council tax per dwelling.

Graph 20

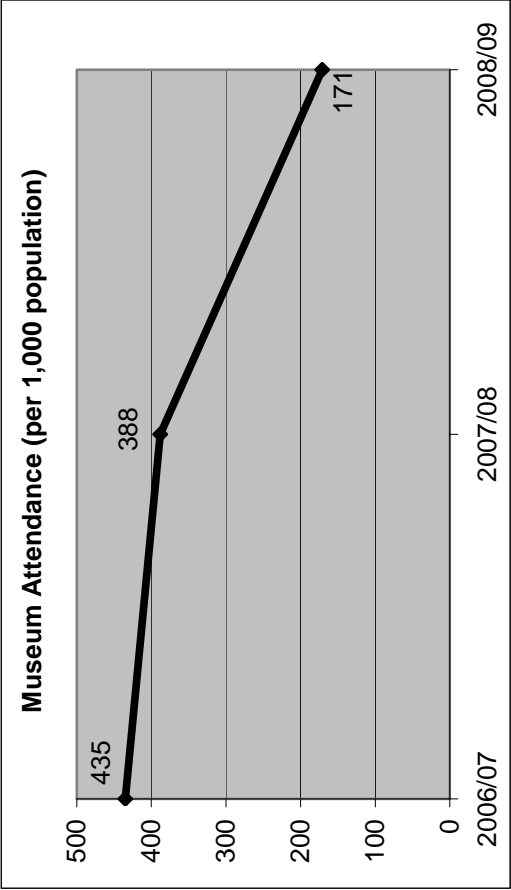


Cultural & Community Services

Library Services:

The number of times terminals in learning centres and learning access points are used per 1,000 population.

Graph 21

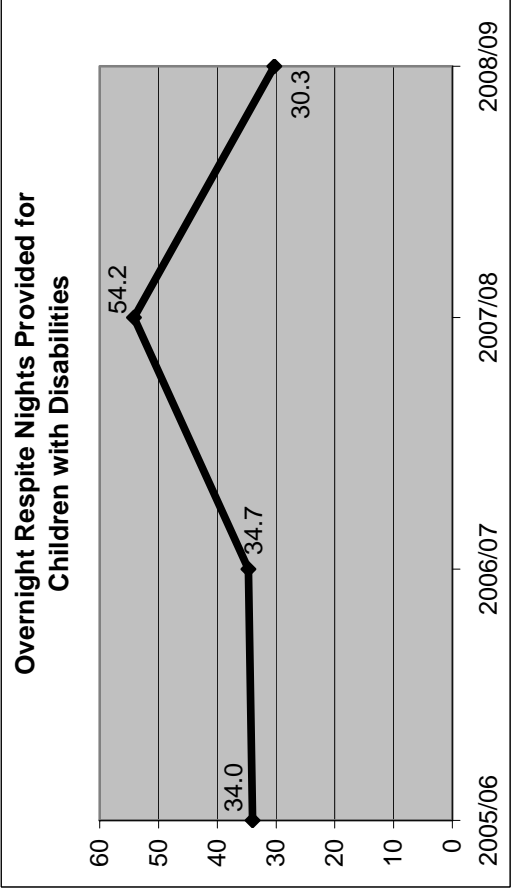


Cultural & Community Services

Museum Services:

The number of visits to/usages of council funded or part funded museums per 1,000 population.

Graph 22

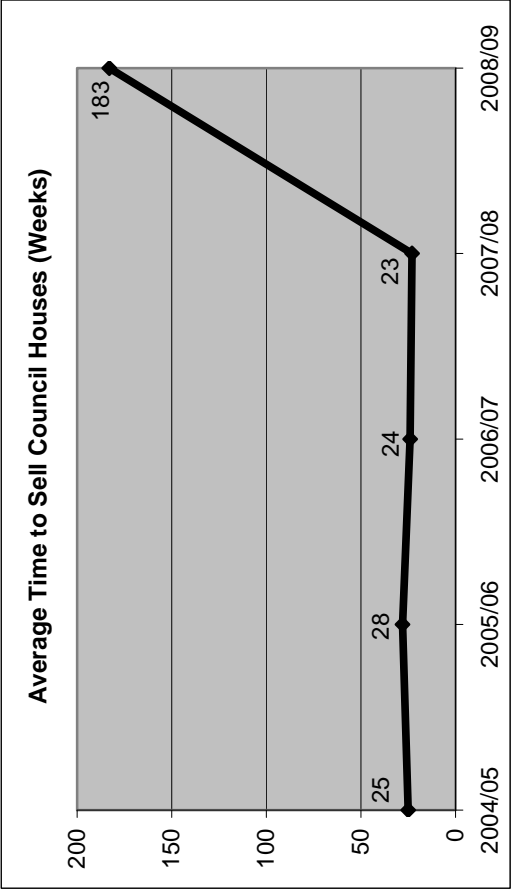


Education & Children's Services

Respite Care:

Provision of respite services – the total overnight respite nights provided for children with disabilities, per 1,000 children in the resident population.

Graph 23

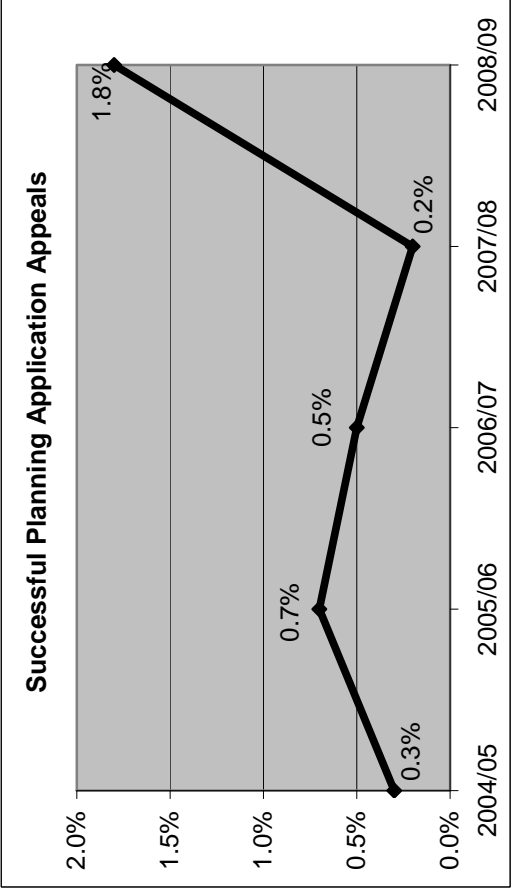


Housing

Council House Sales:

The average time (weeks) for council house sales.

Graph 24

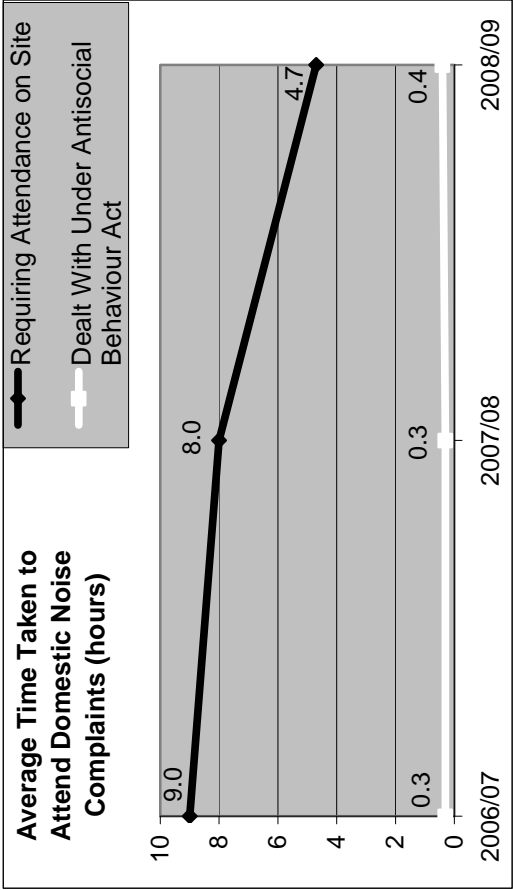


Development Services

Appeals:

The number of appeals that were successful, as a percentage of the number of planning determinations made by the council.

Graph 25



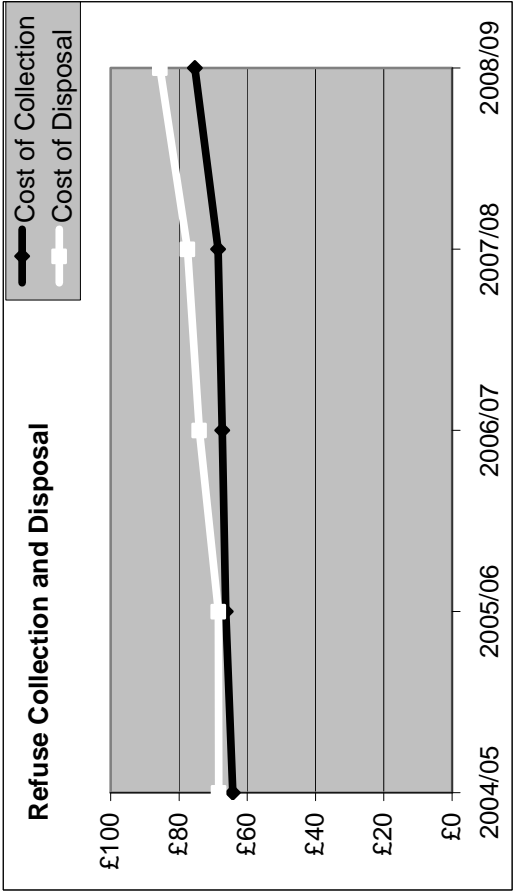
Protective Services

Domestic Noise Complaints:

The average time (hours) between the time of the complaint and attendance on site for noise complaints:

- requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004,
- dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004.

Graph 26



Waste Management

Refuse Collection and Disposal Costs:

The net cost of refuse

- collection (combined domestic, commercial and domestic bulky uplift) per premise,
- disposal per premise.

Report to: Scrutiny Committee

Date: 10th September 2009

**Subject: HMIE: Progress Reporting on Clackmannanshire's Joint
Inspection of Services to Protect Children Reports,
February 2008 and February 2009.**

Report by: Head of Social Services & Chief Social Work Officer

1.0 Purpose

- 1.1. This report outlines progress on the recommendations for improvement that were set out in the multi-agency HMIE Inspection report published in February 2008 and the Interim Follow Through Inspection report published February 2009.

2.0 Recommendations

- 2.1. Members are asked to note the progress that is being made. HMIE will be carrying out a full joint re-inspection of child protection services within Clackmannanshire in January 2010.

3.0 Considerations

- 3.1. HMIE have now completed the first programme of Joint Inspection of Services to Protection Children throughout Scotland. HMIE have reviewed their inspection methodology and quality indicators and are embarking on the second, national programme of inspections.
- 3.2. HMIE's initial inspection report, published February 2008, highlighted the following key issues for improvement. The interim follow through inspection assessment comments are also provided for your consideration.

Key Issue- February 2008	Interim Follow Through Inspection: February 2009
1. Involve children and families more fully in decisions about their lives;	Encouraging progress
2. Improve the processes for the assessment of risk and needs;	Significant progress
3. Fully involve health and medical staff at an early stage when there are child protection concerns and improve the arrangements for medical examinations;	Limited progress (please refer to point 3.5)
4. Improve the quality of social workers' reports and ensure that they are provided on time;	Significant progress
5. Improve joint planning to meet children's needs and ensure regular planning meetings take place for all children in need of protection;	Progressing very well
6. Improve joint performance monitoring of key child protection processes and outcomes for children and families;	Notable early progress
7. Sustain sufficient levels of social workers within the childcare social work service.	Measures taken were having significant benefits

- 3.3. In response to the HMIE report an action plan was developed on an inter agency basis. The action plan is attached as Appendix 1. The plan is reviewed monthly by the inter agency Continuous Improvement Group which is chaired by the Head of Social Services. In addition to this the key measurable performance indicators are reported on a bi-monthly basis to the Head of Service and the Child Care Performance Management Group.
- 3.4. Clackmannanshire services were subject to an Interim Follow-Through Inspection resulting in the HMIE progress report of February 2009. HMIE reported that overall significant progress had been made to address the key issues for improvement as identified in 3.2.

- 3.5. For key issue 3 HMIE noted limited progress across the agencies. This was responded to by setting up a task group to develop and implement a competent inter agency procedure. The procedure was fully implemented in May 2009 and an evaluation in July 2009 used case studies to evidence improved outcomes for children as a result of the new way of working.
- 3.6. The accountability framework for inter agency staff at all levels has also been reviewed to ensure robust strategic leadership for child protection. There is therefore a clearer and more streamlined reporting process focussed on improved outcomes across the Forth Valley. The new structure is detailed in appendix 2
- 3.7. The Child Protection Committee and the Continuous Improvement Group are currently preparing for the forthcoming Joint HMIE inspection due to take place in January 2010. Self evaluation, focussing on the improved outcomes will form the basis of this inspection using the following key questions;
 - How Good Are We Now?
 - How Do We Know?
 - How Good Can We Be?

A timetable of single and inter agency self evaluation and progress meetings in being co-ordinated by the Child Protection Lead Officer. This will include an inter agency child protection audit. Self evaluation will involve key staff from frontline and strategic posts to ensure ownership of the improvement agendas at all levels.

- 3.8. Key Issue 4 was an area of improvement for child care social work. HMIE reported significant progress but it remains targeted for quality improvement. This is particularly the case as there is the need to maintain progress at a time when there has been a substantial increase in both Child Protection referrals and children on Clackmannanshire's Child Protection Register.
- 3.9. In order to support staff a system of individual and team performance management feedback has been implemented in August 2009. This will alert staff, managers and senior managers when there are issues in terms of timescales or quality with key tasks to keep children safe.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

- 5.1. *Financial Details*

Not included in this report on progress. All within existing budgets.

- 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. Staffing

Within existing resources

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 2008 - 2011 (Please tick ☒)

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

(2) Council Policies (Please detail)

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 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

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

Appendix 1 : HMIE Local Authority Action Plan

Appendix 2 : Reporting and Accountability Structure Chart

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)

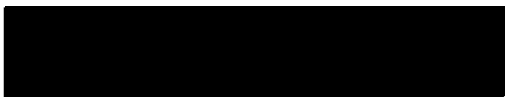
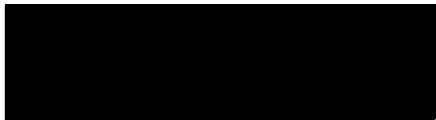
Yes ☒ (please list the documents below) No ☐

- Joint Inspection of Services to Protect Children and Young People in the Clackmannanshire Council area - February 2008
- Joint Interim Follow-Through Inspection of Services to Protect Children and Young People in the Clackmannanshire Council area - February 2009

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Sara Lovelock	Quality Improvement Service Manager - Child Protection & Lead Officer - Clackmannanshire Child Protection Committee	2466

Approved by

NAME	DESIGNATION	SIGNATURE
Deirdre Cilliers	Head of Social Services & CSWO	
Grahame Blair	Director of Services to People	

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 1 – How effective is the help children get when they need it?

Indicator: 1.1 - Children are listened to, understood and respected

Ref	Key Issue	Action Plan	Lead Person	Date commenced	Key Performance Indicators	Evidence
1.1a	Children's views to be recorded in reports including all <ul style="list-style-type: none"> • Child Protection Case Conference Reports/Minutes • Core Group Minutes • Having Your Say Report for Hearings • All SCRA reports • All network meeting minutes 	Use existing format in Social Work reports for recording Children's views. Chairperson to ensure that views are sought and recorded N.B May 2008 guidance issued on qualitative requirements	Quality Improvement Manager Child Protection Service Manager Child Care	Jan 2008	% of reports that contain Children's views TARGET June 2008 100% December 2008 100% Sept 2008 100% (Where appropriate work on quality issues still required.) April 2009 100% July 2009 100%	Monthly reports by Team Managers to determine if Children's views are being recorded. Memo sent to all key chairs from Service Managers outlining their responsibilities February 2008 Memo regarding qualitative requirements sent to all Social Work Staff May 2008 - reissued April 2009 Leaflet developed by the CPC for young people explaining their rights at a Child Protection Case Conference

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date commenced	Key Performance Indicators	Evidence
1.1a	<ul style="list-style-type: none"> Any other report/minutes where the view of the child are required 	<p>Chairperson to meet with all young people prior to CPCC to ensure they are involved & supported</p> <p>Forth Valley Good Practice Sub-Group inaugurated with remit to address fully involving young people</p>		<p>March 2008</p> <p>April 2009 onwards</p>	<p>All children now met before CPCC - June 2009</p>	<p>HIMle Interim Follow Through Report - Feb 2009</p> <p>Minutes of meeting</p>

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date commenced	Key Performance Indicators	Evidence
1.1 b	Children on Supervision Orders to be seen visited and assessed regularly	Children on Supervision Orders to be visited and assessed monthly (as a minimum) by their Social Worker or designated substitute in their absence	Team Managers	Jan 2008	<p>% of Children on Supervision Orders seen monthly or as plan</p> <p>TARGET 90%</p> <p>June 2008 85%</p> <p>December 2008 100%</p> <p>Sept 2008 76%</p> <p>April 2009 73%</p> <p>May 2009 50%</p>	<p>To be recorded in case records</p> <p>Team Managers will monitor case history and report to Service Manager</p> <p>Bi monthly reporting to Performance Monitoring Group minutes/reports</p> <p>Balanced Scorecard and Corporate Plan % of Young People placed on Supervision Orders seen within 15 days.</p>

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 1 – How effective is the help children get when they need it?

Indicator: 1.2 - Children benefit from strategies to minimise harm – good. 2 themes of support for vulnerable children and children's awareness of keeping safe

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
1.2 a	Promote awareness of Children's Charter	A copy of charter will be provided for every member of school staff, Parent and Pupil Councils	Children's Rights Officer/Service Manager Pupil Support	March 2008 Initial meeting with Education CPO's 09.03.08		Teachers, etc aware of the contents of the Children's Charter.
		Awareness-raising session will be run for staff in each of the authority's schools		March 2008 Plan for this in place		School inspection reports. Other audits Discussions with parents and with pupils Letters, agendas and minutes Number of schools represented at awareness sessions.
		A copy of charter will be lodged on the authority's	Service Manager Pupil Support	March 2008		Charter lodged on website.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
1.2 b	Help children to be aware of how to keep safe on the internet	Issues of internet safety will continue to be dealt with in context of universal IT courses	Children's Rights Officer, Head of Education, IT Training Staff	July 2008	Young people, parents and staff report higher levels of awareness	Leaflets are distributed June 2009
		School guidance and IT staff will receive refresher training on this matter	Head of Education, IT Training Staff		Number of staff participating in training	COMPEL
		All parents/carers will receive information about internet safety	IT Training Staff		Number of letters/leaflets distributed	Parents describe themselves as more aware and knowledgeable Pupils describe themselves as more aware and knowledgeable
		Information about internet safety will be posted on the education authority's intranet and	IT Training Staff		On website	

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
1.2b		on the Council's website Woodside Children's Unit staff will receive refresher training	Unit Manager			
1.2 c	Need for staff at all levels in schools to be clearer about arrangements for referring people to the Children Missing from Education Unit (CMfE)	Procedural information included in Council's revised CP Guidelines; information also lodged in School Operations Manual. The content of guidelines discussed with head teachers and other staff	Head of Education, Support Service Manager, Service Manager Pupil Support.	June 2008	Referrals to and referrals from the CMfE Unit are dealt with accurately and timeously in accordance with procedures Number of schools participating in awareness raising session	The CMfE Unit's staff continue to record their positive opinion of the authority's response to their requests for searches Time taken to respond to requests for searches Records of searches and referrals to the CMfE Discussion of the above matters at the Children's Services Senior Management Team

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 1 – How effective is the help children get when they need it?

Indicator: 1.3 - Children and young people are helped by the actions taken in response to immediate concerns

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
1.3 a	Improved responses to low level needs. Improve assessments for children in need or referred for neglect issues.	Revise the practice for responding to referrals	Team Managers	Jan 2008	% of Referrals that evidence appropriate inter agency discussion	Duty Statistics Case records indicate that discussion with relevant agencies has taken place. Audit Oct 2008, May 2009.
					TARGET	
					June 2008 75%	Monthly reporting to Service Manager/staff supervision.
					December 2008 95%	
					July 2009 95%	Report August 2009. Implementation planned for 2009.
		Review of the duty system now being reviewed by the Business Improvement Team	BITS Team/ Childcare Managers	May 2008		

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
1.3a					% of Cases where relevant Risk Assessment model used to inform case planning	Risk/needs of the child have been fully considered and relevant risk assessment model used if appropriate
					TARGET June 2008 75%	
					December 2008 95%	
		Training Commissioned from Stirling University for all Child Care Social Workers	Quality Improvement Manager	April 2008	July 2009 All reports contain risk assessment. Need to further develop use of appropriate risk assessment models.	Training programme & numbers of staff who attended Case records indicate response times. Audit May 2009. Referral statistics. Early inter agency intervention recorded and reported on.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
1.3a		Recruitment of GIRFEC Co-ordinator.		May 2009		June 2009 GIRFEC Co-ordinator appointed.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 1 – How effective is the help children get when they need it?

Indicator: 1.4 - Children's needs are met

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
1.4 a	Ensure children have allocated social worker	Priority 1 cases are allocated	Team Managers	Jan 2008 Sept 2008	All children subject to Priority 1 and 2 have an allocated social worker Sept 2008 100% April 2009 100% July 2009 100%	Priority 1 cases all allocated May/June 2009 100% reported to Bi-Monthly Performance Management meeting.
1.4 b	Develop kinship care strategy	A detailed report on kinship care payments for this presented to, and agreed by, full council on 7 November 2007.	Chief Social Work Officer	Dec 2007 completed	Council Paper Review Group established	Council Paper

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
1.4b		Kinship Care Strategy reviewed and report due to go to council in May/June 2009	Service Manager			Kinship Care Strategy presented to Council in May 2009.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
1.4 d	Need to take account of parents'/carers substance abuse and mental health problems in assessing risk to young people	Risk Assessment Model developed and to be used in all relevant cases.	Quality Improvement Manager	Jan 2008 June 2008 100% had a risk assessment Work on quality issues ongoing	% of cases with relevant risk assessment	CPCC Minutes Core Group Minutes Case File Audit October 2008
		Hidden Harm Protocol Launched	FVCPSG/CPC	May 2008		Protocol produced and disseminated to staff-review staff awareness June 2009.
		Substance Misuse Booklet Launched	FVCPSG/CPC	May 2008		Booklet produced and disseminated to staff-review staff awareness June 2009.
		Risk Management Workshops for staff	Quality Improvement Manager	September 2008		Attendance figures.
						HMle Report Feb 2009 CPCC reports up to April 2009 - improvement in risk assessment.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 2 – How well do Services promote public awareness of child protection?

Indicator: 2.1 Public awareness of the safety and protection of children

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
2.1 a	Provide formal feedback to referrers	A proforma letter prepared to ensure that referrers (where appropriate) receive feedback on their referral. Letter to be issued by the relevant team manager (child care)	Quality Improvement Manager	Jan 2008	<p>% of Key Staff who are provided with feedback within timescales</p> <p>TARGET</p> <p>June 2008 75%</p> <p>December 2008 95%</p> <p>Sept 2008 100% receive feedback when appropriate. Not all feedback by letter</p>	<p>Referrers receive feedback within 5 working days of making a referral.</p> <p>Proforma letter retained in child's file</p> <p>Updates to QI Manager from health, police, education staff ,etc</p>
2.1 b	Provide feedback to key staff (eg head teachers, other agencies) within 24 hours	Telephone call to key staff member	Team Managers Social Work	Jan 2008 July 2009	Referrers receive feedback within 24 hours.	<p>Database held by Service Manager Pupil Support on CP Feedback Quality Assurance</p> <p>Feedback from Service Manager - no issues at present.</p>

QUALITY INDICATOR 3 – How good is the delivery of key processes

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Indicator: 3.1 - Involving children and their families in key processes

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.1 a	Record views of children and families in child care minutes and reports	Children and families views are actively sought by the chairperson of Case Conference	CPCC Chair Service Manager	March 2008	% of reports which included the view of the Child.	Views are recorded within the minutes and reports
					TARGET	Report monitoring feedback forms implemented Sept 2008
					June 2008 75%	Audit Oct 2008/May 2009
					December 2008 100%	
					April 2009 100%	
		Service Manager to write to Chair of CP Case Conference and Reviewing Officers	Service Manager	March 2008 (letter sent)	July 2009 100%	Minutes sent to Children and Parents/Carers who can ask for amendments.
				Sept 2008		

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.1 b	Ensure that reports for Hearings, Child Protection Case Conferences and all other relevant meetings are submitted within the procedural time limits.	Fortnightly report to Team Managers of due reports Make staff aware of procedures and timescales	Team Managers	March 2008 (submission dates)	TARGET June 2008 CPCC 75% December 2008 95% Feb/Mar 2009 41% 2008/2009 51% of all child protection case conference reports were submitted on time. The increase in the number of children on the register continues to be sustained with the baseline numbers if child protection (CP) referrals has increased considerably: 78 CP referrals in 07/08 to 138 in 08/09. this is partly to do with more accurate record	Improvement in submission dates for CPCC Reports Targets for reports are met in bi-monthly performance indicators

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
					<p>keeping and partly because the numbers of children where Social Work, Police & Health have jointly investigated concerns has increased considerably.</p> <p>There were 91 reports for initial and review case conferences throughout 08/09, with the last 2 quarters accounting for 55% of reports. The continuing trend of increasing numbers of conferences and reports being required will have had an impact on the ability of staff to provide reports within timescales, given that staff resources have not increased on line with demand.</p>	

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.1 c	Ensure consistent participation of children at case conferences when appropriate	Children will be supported to attend Case Conferences where appropriate	Team Managers/ Social Workers/CPCC Chair	Jan 2008	<p>% of Children attending Child Protection Case Conferences</p> <p>TARGET</p> <p>Immediate 95% if relevant that Child attends</p> <p>April 2009 All children 10+ who are able and want to attend have been supported to do so during 2008/2009</p>	<p>An increase in the number of children attending meetings</p> <p>Children's attendance will be recorded in the minute of the meeting.</p> <p>All children sent a copy of the explanatory leaflet</p>

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.1 d	Protocol written for core groups to ensure consistency of practice when planning for and reviewing children on the CP register	Protocol to be revised and reissued	Service Manager	CP Procedures, January 2008, contain guidance on the management of core groups May 2009 Guidance issued to staff again. August 2009	IT system adopted to alert QI Manager of non compliance on a weekly basis.	Frequency of Core Group and person responsible to be set at the Case Conference CPCC Minutes and case records will indicate core groups taking place QI Manager to receive copies of all core group minutes and report to Senior Manager/Service Manager

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.1 e	All children and families to be prepared in advance for case conferences	Report and Case Conference Procedure to be discussed with families prior to meeting	Team Managers /Social Workers	March 2008 Sept 2008 71%	% of Children and Families prepared for Child Protection Case Conferences TARGET Immediate 95% April 2009 100% of families aware of content of Social Work report pre CPCC July 2009 100%	Families will be aware of the content of the report and purpose of Case Conference Chairperson will confirm whether this is done at meeting and recorded in the minute. Questionnaire issued at case conference to families . Returns monitored by Quality Improvement Manager
3.1 f	Provide all children and families with information on complaints	Chair of Child Protection Case Conference to issue leaflets if required, Complaints information in reception of all Council buildings.	Chair of Child Protection Case Conference	March 2008	100% of parents/carers are informed of their rights via CPCC leaflet and by CPCC chair prior to the meeting. April 2009 100% of parents/carers informed pre CPCC July 2009 100%	Questionnaires for parents/young people CPCC Chair to discuss complaints procedure with family prior to CPCC Number of Complaints received.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 3 – How good is the delivery of key processes

Indicator: 3.2 - Information Sharing and recording

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.2 a	All staff to be trained in IT system	Ensure new staff receive full induction to system. Staff are provided with refresher training	Office Manager	April 2008 Timetable for all staff established	<div>% of Staff trained in IT system</div> <div> TARGET June 2008 50% December 2008 95% July 2009 100% Training on an ongoing basis </div>	<div>Staff are using the system correctly and effectively</div> <div>Accurate reflection of case history, open and pending cases monitored by team managers</div> <div>Audit October 2008 and May 2009. Staff using systems appropriately.</div>
3.2 b	Some staff unclear about the status of the information sharing protocol	All staff to be made aware of information sharing protocol	Quality Improvement Manager	Guidance sent out to Team Managers January 2008- reissued April 2009.		<div>Staff are aware of and are using the protocol</div> <div>Case monitoring provides evidence that protocols are in use.</div> <div>Audit Oct 2008, May 2009</div>

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.2 c	Lack of awareness regarding sharing restricted information at case conferences	Develop procedure for sharing restricted information at case conferences	Quality Improvement Manager	Draft March 2008 Protocol May 2008		Staff are aware of the protocol regarding sharing restricted information Procedure developed Reviewed annually CPCC minutes CPCC Chair Person report, April 2009. Procedure used effectively for relevant CPCCs. July 2009. Procedure fully implemented.
3.2 d	All core groups to be minuted	To be included in the protocol for core groups.	Service Manager	Immediate	% of Core Groups that are minuted TARGET Immediate 100% October 2008 Audit - 68%	A record of each core group will be produced This record will be available in case history. All minutes copied to Quality Improvement Manager for monitoring. March 2009 - staff development morning - reminded about key responsibilities. Self evaluation systems being implemented.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.2 e	Chronology to be used in all cases	The IT system has been adapted to ensure that chronologies are produced and a written instruction on its use has been issued by the service manager to all staff.	Service Manager	Jan 2008	<div> <div>% of Cases containing a Chronology</div> <div> TARGET June 2008 50% December 2008 90% Sept 2008 100% Feb/March 2009 100% of social work CPCC reports contained a chronology of significant events. July 2009 100% August 2009 76% </div> </div>	<div> <p>Team Managers to monitor files (monthly), to ensure all CP cases have a chronology</p> <p>Letter sent to staff outlining their responsibilities February 2008 - reissued April 2009.</p> </div>

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 3 – How good is the delivery of key processes

Indicator: 3.4 - Effectiveness of planning to meet needs

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.4 a	Training in legal processes for CP for all staff	Develop a training programme with in-house legal team on Children (Scotland) Act	Team Manager	April 2008 Training delivered	Better legal outcomes for children	Number of staff who have attended the training.
		Planning for Permanency training commissioned from expert consultant		March 2008	Better legal outcomes for children	Number of staff who have attended the training.
		Organise ongoing training for staff using internally/externally commissioned trainers		July 2009		

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.4 c	Ensure all planned meetings take place	Team Manager to be advised of all core groups and planning meetings	Team Managers	Jan 2008	<p>% of Scheduled Meetings taking place as planned</p> <p>TARGET</p> <p>June 2008 80%</p> <p>December 2008 95%</p> <p>April 2009</p> <p>3% of CPCCs postponed and not rescheduled within procedural timescales - no initial CPCC within this category</p>	<p>Scheduled Meetings take place</p> <p>Minutes would be produced and meetings would be recorded in case records</p> <p>Minutes of Core Groups available at CPCC</p>

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.4 d	Standard format for case conferences to be agreed and issued	Format and process to be agreed with new case conference chair person	CPCC Chair	Child Protection Procedure revised January 2008 Standard format now used	April 2009 All CPCC's subject to the same procedure July 2009 Procedure fully implemented	Case Conferences will be to a standard format Format and procedure will be in child protection procedures - Jan 2008

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
3.4 e	Ensure case conference minutes are circulated within 14 working days	Case Conference Administrators to circulate minutes as per procedures	Office Manager	March 2008	% of Minutes circulated within timescales TARGET June 2008 80% December 2008 95% April 2009 85% (awaiting start date for new CPCC admin) July 2009 85% (new CPCC chair in induction phase).	Minutes circulated within timescales Monthly reports to Office Manager by Administrators

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 4 – How good is operational management in protecting children and meeting their needs

Indicator: 4.1 - Policies and procedures

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
4.1 a	Staff to have refresher on inter-agency guidelines	Interagency seminars to take place	Quality Improvement Manager	May 2008	Seminar attended by key staff	Attendance figures
4.1 b	Better access / knowledge of C.P guidelines	C.P Procedures to be available in hard copy/on G: Drive. Staff supervision and support involves references to C.P Guidance. Key documents resent to Social Work Staff	Team Managers Team Managers Quality Improvement Managers	Jan 2008 March 2008 Jan 2008 & when updated	C.P Guidelines accessible on G: Drive	Documents on the G: Drive Contact records/minutes evidence that staff are aware and implementing guidelines.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 4 – How good is operational management in protecting children and meeting their needs

Indicator: 4.2 - Operational planning

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
4.2 a	Improve performance measurement	The requirement to develop performance management, planning and improvement was identified before the inspection. Staff in Clackmannanshire linked with colleagues in West Lothian, and a set of performance measures have been agreed for child protection.	Chief Social Work Officer	Feb 2008	Bimonthly reports	Bimonthly reports Reports produced bi-monthly from Feb 2008 onwards. These are used by Senior Managers to monitor practice and implement necessary changes.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 4 – How good is operational management in protecting children and meeting their needs

Indicator: 4.3 - Participation of children, families and other relevant people in policy and development

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
4.3 a	Involve children and families in policy and planning	Forum for consultation on any new policy being developed	Service Manager	March 2008 Service Manager Post vacant until August 2008	Consultation Forum running effectively. Reviewed annually by forum Chair.	New policies taken to Children and Families Forum for consultation Council reports and policy documents Use of Clacks 1000 Foster Carers Consultation Forum
		FV Good Practice Sub-Group	Lead Officer - Stirling CPC	April 2009	All relevant policy development includes the participation of children and families	
		Meet the Bosses Sessions now occurring regularly.	Service Manager/Senior Manager	July 2009		Number of young people attending the sessions.

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 4 – How good is operational management in protecting children and meeting their needs

Indicator: 4.4 - Recruitment and Retention of staff

Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
4.4 a	Improve recruitment and retention of social work staff	Significant steps to improve recruitment and retention were in place prior to the inspection, yielding positive results in the calendar year 2007. From a very precarious low of 5 qualified workers in December 2005, the authority has reached its full establishment of 18 workers in December 2007. The child care team has been restructured, 3 senior practitioners posts have been agreed (the post holders require to hold a child protection certificate), induction has been revised and new supervision arrangements are in place. Further action to maintain adequate	Chief Social Work Officer, HR Manager	June 2007	Adequate levels of Social Work staff maintained.	Bimonthly staffing report from Head of Administration to CSWO Bimonthly staffing report from Child Care Office Manager to CSWO

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

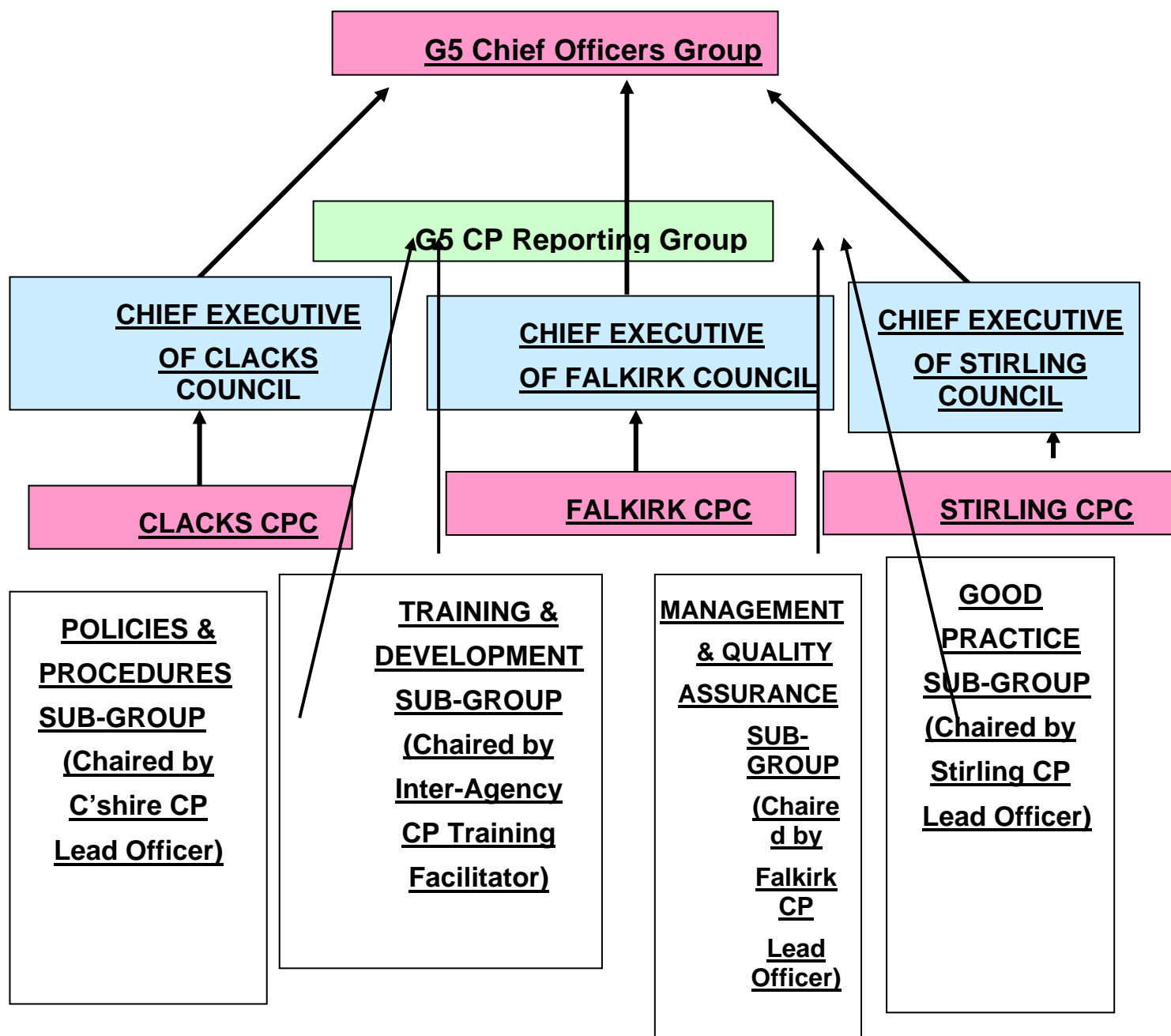
Ref	Key Issue	Action Plan	Lead Person	Date Commenced	Key Performance Indicators	Evidence
		<p>staffing levels include:</p> <ul style="list-style-type: none"> Improved training opportunities Consultation of the role of paraprofessionals Further development of safer recruitment and the introduction of an assessment of centre approach to appointments of social workers. Staff satisfaction survey commissioned 		<p>May 2008</p> <p>April 2008</p> <p>April 2008</p> <p>May 2008 & annually thereafter</p>		<p>Interview of Training Manager Post</p> <p>New Senior Manager appointed via multi agency assessment centre</p> <p>Report once been analyzed plus recommendations for required action.</p> <p>Survey now annual.</p> <p>August 2009 - vacancies now due to natural turnover. Numbers and quality of applicants has improved allowing a choice of candidates.</p>

CLACKMANNANSHIRE COUNCIL CHILD CARE ACTION PLAN - APPENDIX 1

QUALITY INDICATOR 4 – How good is operational management in protecting children and meeting their needs

Indicator: 4.5 - Development of staff- THIS IS NOW TO BE MONITORED VIA THE WORKFORCE DEVELOPMENT PLAN BY THE SOCIAL WORK TRAINING MANAGER

Reporting and Accountability Structure Chart - Appendix 2



Report to Scrutiny Committee

Date: 10th September 2009

Subject: Learning Centres & Learning Access Points – number of users

Report by: Head of Education & Community Services

1.0 Purpose

- 1.1. The purpose of this paper is to provide the Scrutiny Committee with the information and comment which it requested in relation to a Statutory Performance Indicator relating to the number of users of Learning Centres and Learning Access Points.

2.0 Recommendations

- 2.1. The members of the Scrutiny Committee are asked to note the contents of this paper.

3.0 Considerations

- 3.1 A previous report to the Scrutiny Committee (Scrutiny Committee Annual Plan, 21st May 2009) noted a fall in the numbers of users of Learning Centres and Community Access Points in 2008/2009. The Council's Learning Centres and Learning Access Points are, essentially, its libraries and Tillicoultry Community Centre. The users referred to are members of the public accessing the internet through computer systems available in the library and other settings.
- 3.2 Members of the public access these systems for a variety of purposes; they use generic, e.g. word processing software, email and the worldwide web more generally. There is a small charge to users for this service. The worldwide web is accessed through a system call 'WEB4U'. Their access is regulated by firewalls which preclude users accessing inappropriate websites.
- 3.3 Library and other staff provide users with occasional support in their use of the systems. Library staff have been trained in the use of the systems; they were trained using the 'European Computer Driving Licence'; there is some evidence emerging that this training needs to be brought up-to-date. Actions are being planned to undertake this work in the remainder of this financial year.

- 3.4 Members of the public, as well as accessing systems in the way outlined above, can access organised training courses run by peripatetic ICT tutors, we have two of these, and by enrolling in courses provided by the Clackmannanshire Training & Learning Centre.
- 3.5 For approximately 6 weeks during 2008/2009 the systems used by members of the public in libraries were replaced; the new systems used a new operating system. This was not compatible with the version of 'WEB4U' which had been running on the old machines; the new operating system had to be uninstalled and the old system reinstalled to allow 'WEB4U' to keep running. There were also some changes which had to be made to the server
- 3.6 The number of users in the period April to June 2009 was 7,990. This implies an annual level of use of approximately 32,000 This level of use would be higher if people attending organised courses were also to be taken into account in calculating the user percentage. The equivalent figures for the period April to June 2008 and for the financial year 2008/2009 were 6,902 and 27,600.
- 3.7 The actions taken to address the system issues referred to above have been effective in securing higher and increasing levels of community access to ICT facilities in libraries and CAPs and community centres.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. Financial Details

- 5.2. None

5.3. Staffing

- 5.4. None

6.0 Declarations

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

(1) Our Priorities 2008 - 2011 (Please tick ☒)

- | | |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input checked="" type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input checked="" type="checkbox"/> |
| Our communities are safer | <input type="checkbox"/> |
| Vulnerable people and families are supported | <input type="checkbox"/> |
| Substance misuse and its effects are reduced | <input type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input type="checkbox"/> |
| The environment is protected and enhanced for all | <input type="checkbox"/> |

The Council is effective, efficient and recognised for excellence



(2) Council Policies (Please detail)

7.0 Equalities Impact

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

Yes ☒

No ☐

8.0 Legality

8.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers.

Yes ☒

9.0 Appendices

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

None

10.0 Background Papers

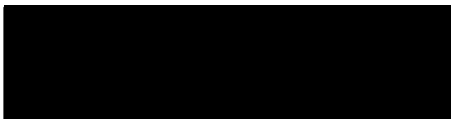
10.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Jim Goodall	Head of Education and Community Services	452437

Approved by

NAME	DESIGNATION	SIGNATURE
Grahame Blair	Director, Services to People	
Jim Goodall	Head of Education and Community Services	