



**Clackmannanshire
Council**

www.clacksweb.org.uk

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

SCRUTINY COMMITTEE

THURSDAY 24TH JUNE 2010

Committee start time: 9.30 am

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
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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 Business 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.
-

16 June 2010

A MEETING of the SCRUTINY COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD on THURSDAY 24TH JUNE 2010 at 9.30 am.

**ELAINE MCPHERSON
Head of Strategy and Customer Services**

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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 THURSDAY 20 MAY 2010 at 9.30 am.**

PRESENT

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

IN ATTENDANCE

Garry Dallas, Director of Services to Communities
Deirdre Cilliers, Head of Social Policy
John Gillespie, Head of Community and Regulatory Services
Elaine McPherson, Head of Strategy and Customer Services
Lesley Robertson, Interim Head of Education
Aileen Littlejohn, Business Support Manager (Clerk to the Committee)
Stewart Crickmar, Business Improvement Manager
Susan MacKay, Finance Manager
Gary Devlin, External Auditor, Grant Thornton

SC(10)248 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were received from Provost Derek Stewart and Angela Leitch, Chief Executive.

SC(10)249 DECLARATIONS OF INTEREST

There were no declarations of interest.

SC(10)250 MINUTE OF MEETING HELD ON 8 APRIL 2010

A minute of the Scrutiny Committee Meeting held on 8 April 2010 was submitted for approval by the Committee.

Motion

To approve the minute as a correct record of proceedings.

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

Decision

The Committee agreed to approve the minute of the meeting held on 8 April 2010 as a correct record of proceedings.

The minute of the meeting was signed by the Convener.

The Convener advised that, although it is his responsibility, he had not yet carried out the action noted for item SC(10)246 . It is his intention to invite the Regeneration Portfolio to attend the next meeting of the Scrutiny Committee Focus Group on 24 June 2010.

Action

Councillor Donald Balsillie (Convener)

SC(10)251 SCRUTINY COMMITTEE ACTION PLAN

A list of ongoing actions from the Scrutiny Committee meetings was submitted for information. The Committee agreed to note the following actions:

SID 2182: End of Year Balanced Scorecard 2009/10

The Convener confirmed that the Business Improvement Manager had attended the April 2010 Focus Group meeting. Action completed.

SID 2211: Protocol for Questions to Portfolio Holders

The Head of Strategy and Customer Services advised that there is a discussion paper currently with the Chief Executive in draft format. Once approved, it will be circulated to all members for comment.

SID 2230: Internal Audit Progress Report - 21 December 2009

Arrangements are now in hand to make the reports available on the Members' Portal. Action completed.

SC(10)252 COMMUNITY PLANNING

The report provided a commentary on the various issues raised by the Scrutiny Focus Group's report on Community Planning.

Motion

That the Committee :

- a) notes this paper as a contribution to its deliberations on community planning in Clackmannanshire; and
- (b) provides any specific feedback or recommendations for the review of community planning which is being carried out by the Alliance.

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

Decision

The Committee unanimously agreed to note the paper as a contribution to its deliberations on community planning in Clackmannanshire; and provided the undernoted feedback:

- The Committee recommended the introduction of a formal mechanism to provide information to elected members on the value for money and effectiveness of projects funded through the Alliance and the Fairer Scotland Fund. It was suggested that there should be quarterly meetings between the Alliance and elected members. The quarterly monitoring reports outlining the outputs and financial position of the projects which are submitted to the Alliance, should also be made available to elected members to tie in with the aforementioned quarterly meetings.

- The Committee also asked the Head of Strategy and Customer Services to look again at the mechanisms for community engagement on a village scale to take forward the community plan aspirations.

Action

Head of Strategy and Customer Services

SC(10)253 ANNUAL AUDIT PLAN 2009/10

The report informed Members of the Annual Audit Plan submitted by our external Auditors, Grant Thornton, in respect of the financial year to 31st March 2010. Gary Devlin from Grant Thornton was in attendance to present the Annual Audit Plan.

Motion

That the Committee notes the contents of the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Alistair Campbell.

Decision

The Committee agreed unanimously to note the contents of the report.

The Committee further agreed that the list of internal and external audit recommendations should contrive to be kept and updated regularly to show the progress being made and the timetable for completion.

Action

Finance Manager

SC(10)254 INTERNAL AUDIT PROGRESS REPORT - 31 MARCH 2010

A report providing a quarterly update on the progress of the Internal Audit Annual Plan, as approved by the Scrutiny Committee on 9th April 2009, in accordance with the Financial Regulations, was submitted for information.

The report also provided a quarterly update on the progress of implementation of recommendations by officers from previous Internal Audit reports.

Motion

That Committee notes the information set out in the report and progress made to 31 March 2010.

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

Decision

The Committee agreed unanimously to note the information set out in the report and progress made to 31 December 2009.

The Committee further agreed that the Chief Executive will be asked to produce a report to Council on Information Security where the assurance assessment is "Limited".

Action

Chief Executive

SC(10)255 HMIE JOINT INSPECTION OF SERVICES TO PROTECT CHILDREN AND YOUNG PEOPLE IN THE CLACKMANNANSHIRE COUNCIL AREA, APRIL 2010

A report which updates the Scrutiny Committee regarding the HMIE report into Child Protection practice by partner agencies across Clackmannanshire was submitted for information.

Motion

That Committee notes the information set out in the report and the progress made by services who work together to protect children.

Moved by Councillor Harry McLaren. Seconded by Councillor Mark English.

Decision

The Committee agreed unanimously to note the information set out in the report and the progress made by services who work together to protect children.

SC(10)256 EXTERNAL EVALUATION OF THE QUALITY OF EDUCATIONAL PROVISION

The report provided a summary of the findings of the inspections conducted by HMIE in primary and secondary schools in session 2009-10. The report also provided an overview of the outcomes of follow through inspections.

Motion

That Committee should note that:

- To date, 100% of all external evaluations carried out by HMIE would be judged to be positive using the criteria attached to the Single Outcome Agreement; and
- All of the schools inspected have demonstrated that overall service provision is of a high quality and that this situation is expected to be sustained as schools continue to work hard on an agenda of continuous improvement.

Moved by Councillor John Biggam. Seconded by Councillor Mark English

Decision

The Committee agreed unanimously to note that, to date, 100% of all external evaluations carried out by HMIE would be judged to be positive using the criteria attached to the Single Outcome Agreement; and that all of the schools inspected have demonstrated that overall service provision is of a high quality and that this situation is expected to be sustained as schools continue to work hard on an agenda of continuous improvement.

SC(10)257 QUALITY REPORT ADULT DAY SERVICES

The report advised the Committee of the outcomes of an announced inspection process by the Care Commission that took place between June 2009 and August 2009. The report also advised of the outcome of the ISO90 001-2000 reaccreditation inspection undertaken by verified external inspectors SGS Yardsley on 2nd February 2010.

Motion

That the Committee:

- Acknowledge the positive practice of both the Whins and Centre Space and the efforts of all Staff and service users without show efforts these positive inspection reports and outcomes would not have been achieved;
- Note the final Care Commission Report set out in Appendix 1 and the Services action plan in response to this inspection by the Care Commission set out in Appendix 2; and
- Note the positive ISO reaccreditation report and the constructive and positive comments of the SGS verifier around the quality systems in place within Adult Day Services as set out in Appendix 3.

Moved by Councillor Harry McLaren. Seconded by Councillor Alistair Campbell.

Councillor Mark English withdrew from the Chamber at this point in the proceedings.

Decision

The Committee unanimously agreed to:

- Acknowledge the positive practice of both the Whins and Centre Space and the efforts of all Staff and service users without show efforts these positive inspection reports and outcomes would not have been achieved;
- Note the final Care Commission Report set out in Appendix 1 and the Services action plan in response to this inspection by the Care Commission set out in Appendix 2; and
- Note the positive ISO reaccreditation report and the constructive and positive comments of the SGS verifier around the quality systems in place within Adult Day Services as set out in Appendix 3.

SC(10)258 HOUSING SERVICES IMPROVEMENT PLAN

The report provided the final update on the Housing Service Improvement Plan following Communities Scotland Inspection, carried out in June 2006.

Motion

That the Committee notes the contents of the report.

Decision

The Committee agreed unanimously to note the contents of the report.

Councillor Mark English returned to the Chamber at this point in the proceedings.

SC(10)259 CLACKS IMPROVEMENT MODEL: END OF YEAR PROGRESS REPORT

The report provided the Committee with an update of progress in the implementation of the Clacks Improvement Model, which is central to the Council's overall change programme, Growing in Excellence.

Motion

That the Committee note:

- progress with self-assessments; and
- progress with, and anticipated targets for, a number of activities being implemented to ensure the Council is Growing in Excellence

Moved by Councillor Alistair Campbell. Seconded by Councillor Harry McLaren.

Decision

The Committee unanimously agreed to note the progress with self-assessments; and progress with, and anticipated targets for, a number of activities being implemented to ensure the Council is Growing in Excellence

SC(10)260 KEY PERFORMANCE INDICATORS (CORPORATE MANAGEMENT) 2009/10: END OF YEAR REPORT

The report provided an update on corporate management key performance indicators at the year end of 2009/10. These indicators relate principally to the Council priority outcome "the Council is effective, efficient and recognised for excellence".

Motion

That the Scrutiny Committee note performance achieved against Key Performance Indicators (corporate management) for the year 1 April 2009 to 31 March 2010.

Moved by Councillor John Biggam. Seconded by Councillor Harry McLaren.

Decision

The Committee unanimously agreed to note performance achieved against Key Performance Indicators (corporate management) for the year 1 April 2009 to 31 March 2010.

The Convener advised that he will undertake the following actions:

- To circulate the table of performance indicators to members of the Scrutiny Focus Group for comment; and
- To invite the Regeneration Portfolio Holder, Councillor Rev. Sam Ovens, to attend the next meeting of the Scrutiny Committee Focus Group on 24 June 2010 to consider how actions within the Corporate Parenting Strategy can be monitored by the Scrutiny Committee.

Action

Councillor Donald Balsillie (Convener)

ENDS 1.10 pm

Ongoing Actions from Scrutiny Committee

Between Review Dates: 01/01/10 And 31/12/10

Service with Overall Responsibility: Chief Executive

Subject

Source Date: 03/12/2009
 Review Date: 31/03/2010
 MINUTE OF MEETING HELD ON 22 OCTOBER 2009

Requested by Councillor

Councillor Name:

Recommendation

As there is currently no formal agreed protocol for questions to portfolio holders, it is an issue that needs to be resolved and formally agreed by the Scrutiny Committee.

Action required

Agree a formal protocol for questions to portfolio holders.

Progress

Draft protocol prepared for Focus Group.

Member of Staff with overall responsibility:
 Angela Leitch

To be actioned by:
 Elaine McPherson

Service:
 Strategy and Customer Services

Source Date: 21/01/2010
 Review Date: 30/06/2010
 AUDIT REPORT FOR YEAR ENDED 2008/09

Requested by Councillor

Councillor Name:

Management report to be submitted to the Scrutiny Committee of 20th May 2010 which addresses specific points from the External Audit Report ino budgetary controls, National Fraud Initiative and policy implementation.

Submit management report to Scrutiny Committee of 24 June 2010.

On Scrutiny Committee agenda for 24th June 2010.

Member of Staff with overall responsibility:
 Angela Leitch

To be actioned by:
 Susan Mackay

Service:
 Support Services

Source Date: 25/02/2010
 Review Date: 30/04/2010
 DRAFT TIMETABLE FOR REPORTS TO SCRUTINY COMMITTEE

Requested by Councillor

Councillor Name:

To approve draft timetable to January 2010 with the inclusion of the following reports:
 Roads and Street Lighting (20 May 2010); Outcome of Legal discussions on Kitchen Contract, Telecare and Council's Financial Position - External consultant reports (at a date identified by officers)

To include additional reports in timetable

Reports outstanding - awaiting revised dates.

Member of Staff with overall responsibility:
 Angela Leitch

To be actioned by:
 Aileen Littlejohn

Service:
 Strategy and Customer Services

THIS PAPER RELATES TO
 ITEM 4
 ON THE AGENDA

Service with Overall Responsibility: Finance and Corporate Services

Subject

Source Date: 20/05/2010
 Review Date: 31/12/2010
 Requested by Councillor
 Councillor Name:

Recommendation

The Committee asked the Head of Strategy and Customer Services to look again at the mechanisms for community engagement on a village scale to take forward the community plan aspirations.

Action required

Head of Strategy and Customer Services to investigate mechanisms for community engagement.

Progress

Discussion paper being developed re village community planning.

Member of Staff with overall responsibility:

Nikki Bridle

To be actioned by:

Elaine McPherson

Service:

Strategy and Customer Services

Source Date: 20/05/2010

SID: 2244
 COMMUNITY PLANNING

Review Date: 31/12/2010

Requested by Councillor

Councillor Name:

For consideration.

Information on Fairer Scotland funded programmes and monitoring reports circulated to Scrutiny Committee Members.

Member of Staff with overall responsibility:

Nikki Bridle

To be actioned by:

Elaine McPherson

Service:

Strategy and Customer Services

OO

Source Date: 20/05/2010

SID: 2244
 COMMUNITY PLANNING

Review Date: 31/12/2010

Requested by Councillor

Councillor Name:

For consideration.

Scrutiny Committee views have been fed back to the Alliance. Scrutiny Committee Convener to be invited to Alliance meeting in September 2010 to discuss in more detail.

Member of Staff with overall responsibility:

Nikki Bridle

To be actioned by:

Elaine McPherson

Service:

Strategy and Customer Services

OO

Source Date: 20/05/2010 Review Date: 31/12/2010 Requested by Councillor <input type="checkbox"/> Councillor Name:	SID: 2244 COMMUNITY PLANNING	The Committee recommended the introduction of a formal mechanism to provide information to elected members on the value for money and effectiveness of projects funded through the Alliance and the Fairer Scotland Fund.	For consideration.	Information on Fairer Scotland funded programmes and monitoring reports circulated to Scrutiny Committee Members.	Member of Staff with overall responsibility: Nikki Bridle To be actioned by: Elaine McPherson Service: Strategy and Customer Services
Source Date: 20/05/2010 Review Date: 31/12/2010 Requested by Councillor <input type="checkbox"/> Councillor Name:	SID: 2245 ANNUAL AUDIT PLAN 2009/10	The Committee agreed that the list of internal and external audit recommendations should contrive to be kept and updated regularly to show the progress being made and the timetable for completion.	List of internal and external audit recommendations to be kept and updated.	To go to Scrutiny Committee in September with Internal Audit Progress Report.	Member of Staff with overall responsibility: Nikki Bridle To be actioned by: Susan Mackay Service: Support Services
Source Date: 20/05/2010 Review Date: 31/12/2010 Requested by Councillor <input type="checkbox"/> Councillor Name:	SID: 2246 INTERNAL AUDIT PROGRESS REPORT - 31 MARCH 2010	The Committee agreed that the Chief Executive will be asked to produce a report to Council on Information Security where the assurance assessment is "Limited".	Chief Executive to prepare report to Council.	Member of Staff with overall responsibility: Nikki Bridle To be actioned by: Barry Dickson Service: Support Services	
Source Date: 20/05/2010 Review Date: 31/12/2010 Requested by Councillor <input checked="" type="checkbox"/> Councillor Name: Donald Balsillie	SID: 2247 KEY PERFORMANCE INDICATORS (CORPORATE MANAGEMENT) 2009/10: END OF YEAR REPORT	The Convener advised that he will undertake to invite the Regeneration Portfolio Holder, Councillor Rev. Sam Ovens, to attend the next meeting of the Scrutiny Committee Focus Group on 24 June 2010 to consider how actions within the Corporate Parenting Strategy can be monitored by the Scrutiny Committee.	Cllr Balsillie to invite Cllr Ovens to next Scrutiny FG meeting on 24th June 2010.	Member of Staff with overall responsibility: Nikki Bridle To be actioned by: Councillor Donald Balsillie Service: Elected Member	

Source Date: 20/05/2010
Review Date: 31/12/2010
SID: 2247
KEY PERFORMANCE INDICATORS
(CORPORATE MANAGEMENT)
2009/10: END OF YEAR REPORT

Requested by
Councillor

Councillor Name:
Donald Balsillie

Member of Staff with overall responsibility:
Nikki Bridle

To be actioned by:
Councillor Donald Balsillie

Service:
Elected Member

The Convener advised that he will undertake to circulate the table of performance indicators to members of the Scrutiny Focus Group for comment.

Cllr Balsillie to circulate table to Scrutiny FG.

Completed.

Report to Scrutiny Committee

Date of Meeting: 24 June 2010

Subject: An Overview of Local Government in Scotland 2009

Report by: Head of Strategy and Customer Service

1.0 Purpose

- 1.1. Each year the Accounts Commission asks Audit Scotland to produce an overview report on issues arising from local authority audits. This report provides a summary of a number of key points arising from the 2009 report and considers these in a Clackmannanshire context.
- 1.2. The full report, entitled *An Overview of Local Government in Scotland 2009*, has been placed in Members' Group rooms for reference.

2.0 Recommendations

- 2.1. Scrutiny Committee is asked to note the issues raised in the report.

3.0 Considerations

- 3.1. In overview Audit Scotland outline a number of significant challenges faced by all councils:
 - well documented reductions in public sector funding;
 - the recession will make it more difficult to collect cash due from council tax and business rates and less from income will be achieved from assets sales and from services such as planning. At the same time, councils' operating and employee costs, including employers' pension contributions, are increasing against a backdrop of increasing demand on council services, particularly social services;
 - elected members face increasingly difficult choices in setting budgets that are sustainable over time and provide an effective balance between national and local priorities;
 - The report is detailed, however, the following considers a number of general areas further and considers the Clackmannanshire context:

Finance

- 3.2. *A half of all councils experienced a reduction in council tax collection rates during the year to 31 March 2009. The Clackmannanshire's collection rate remained relatively stable during this period at approximately 93%.*
- 3.3. *Councils need to do more to demonstrate cost effectiveness, efficiency and competitiveness across all their services. This finding is consistent with Clacks Improvement Model self assessments. As a result, most CIM improvement plans include actions relating to improved data on service costs and option appraisal.*
- 3.4. *The pressure on finances is bringing an increased emphasis on strong financial management, including improved budgetary control and financial reporting. The Council has made significant efforts over the last year to improve financial management, including briefings for managers and more systematic and stringent outturn monitoring. These measures have contributed to a projected overspend halfway through 2009/10 being converted into an underspend by the year end.*
- 3.5. *Councils have some way to go in developing medium to long-term financial strategies. A Finance Strategy was approved by Council in December 2009, and this is now being actively deployed.*

Workforce

- 3.6. *During 2009 significant progress was made implementing single status and addressing equal pay, with Edinburgh and Clackmannanshire being the only councils still to implement. Progress has been made with a new pay and grading system and terms and conditions coming into effect from 29 March 2009.*
- 3.7. *Sickness absence continues to be a significant cost to local authorities. Absence rates across Scotland were on average 12.5 days for council staff (not including teachers). Although Clackmannanshire compares favourably against the national picture with an average of 11.9 days in 2008/09 (11.5 days 2009/10), this is an area where we continue to focus attention. Managers are being advised to systematically conduct return to work meetings with staff, and we are currently revising the Attendance at Work policy to ensure our approaches are aligned with best practice.*

Outcomes for Communities

- 3.8. *Further work is still needed across Scotland to ensure that Single Outcome Agreements (SOAs) are focused on a manageable and meaningful number of high-level outcomes and their supporting indicators to make it easier for local people to hold their council and its partners to account for performance. Our 2009-12 SOA document contains a manageable number of outcomes, however the Clackmannanshire Alliance has recognised the need to produce a more focused set of priorities, particularly in light of current financial pressures, and work is already underway with a view to achieving that end.*
- 3.9. *Outcome targets are long-term and complex, and a key challenge for councils is to support their delivery, making sure resources and efforts are directed in*

key areas. In December 2009 a number of corporate management strategies were approved by Council enabling more effective resource use. These included finance, customer service, ICT and people development strategies, complementing existing asset and procurement strategies. In addition, we have reviewed and revised our business planning guidance to ensure that service activity and resources are better aligned with outcomes.

- 3.10. *There is a need for better performance management arrangements that support continuous improvement.* Our performance management arrangements are well developed, however, analysis of our CIM self assessments has identified a number of areas for improvement, including widening the scope of our Key Performance Indicators.
- 3.11. *Public performance reporting generally needs to improve, with most councils still not managing to produce reports that are clear and balanced, presenting easily understandable information that meets the needs of diverse communities.* A Public Performance Reporting strategy was considered by Scrutiny Committee in July 2009 as part of a paper discussing wider performance monitoring and reporting arrangements. These arrangements, which reflect customer feedback, have been deployed and we will continue to seek feedback for improvement through Clacks 1000.
- 3.12. *Scottish Household Survey(SHS) data published in August 2009 shows that 59.3% of the public are fairly or very satisfied with all key public services.* Clacks 1000 data from the same period indicates a more favourable situation locally, with 68% of residents stating they feel that public services in Clackmannanshire are good or very good.
- 3.13. *The SHS shows that, overall, 92% of people across Scotland rate their neighbourhood as a very or fairly good place to live.* The Clackmannanshire picture at 91% is broadly consistent with national trends.
- 3.14. *Overall levels of educational attainment continue to show gradual improvement, although particular challenges remain in terms of providing better support for those from vulnerable and disadvantaged groups.* Clackmannanshire's attainment rates are improving broadly in line with the national picture, with significant improvements realised in the attainment of looked after children, with 95% (2009) attaining at least an SCQF Level 3 award in English and Mathematics at the end of S4.
- 3.15. *Forecasts show that over a 25-year period 2008 to 2033, the number of older people is projected to rise by 31%, with an 84% projected rise in people over 75. This increasing demand, along with increasing costs and reducing financial resources, mean that current patterns of care for older people are not sustainable.* In Clackmannanshire an increase of 46% in over 75's and 31% in over 60's is forecast by 2018. This will have a significant impact on future housing and support needs.
- 3.16. *Councils need to do more to assess and monitor the impact of their activity on the needs of different groups within their communities.* As part of the Council's change programme, Growing in Excellence, all services are currently working towards the Customer Service Excellence quality standard. With the new Council structure designed around customer groups, attaining

the CSE standard, will ensure that services better understand the needs and expectations of all groups within our communities.

- 3.17. *Around a third of council houses currently meet the Scottish Housing Quality Standard target for 2015, highlighting scope for further improvement.* The picture in Clackmannanshire is significantly more favourable at 65% achieved by 31 March 2009, with a target of 80% by 2011.

Next Steps

- 3.18. *An Overview of Local Government in Scotland 2009* identifies a range of issues for councils to consider. Many of these issues are and will continue to be addressed through our corporate risk, planning and performance improvement systems..
- 3.19. There are no direct financial implications arising from this report.

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
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes
- 5.4. *Staffing - there are no direct staff 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 double click on the check box)

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

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

Our communities are safer

- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) Council Policies (Please detail)

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

10.1 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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Business Improvement Manager	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Head of Strategy & Customer Services	Elaine McPherson (signed)
Angela Leitch	Chief Executive	Angela Leitch (signed)

Report to Scrutiny Committee

Date of Meeting: 24 June 2010

Subject: Best Value 2 (BV2)

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. The purposes of this report is to bring Scrutiny Committee up to date with developments in the Best Value Audit regime, and to provide information on arrangements in place to ensure positive outcomes for the Council.

2.0 Recommendations

- 2.1. Scrutiny Committee is asked to note developments in the Best Value 2 Audit.

3.0 Considerations

What is Best Value 2 Audit?

- 3.1. The Local Government in Scotland Act 2003 introduced statutory duties relating to Best Value & Community Planning. The scope of the Act is broad but in general terms a successful council will:
- work with its partners to identify a clear set of priorities that respond to short and long term community needs;
 - be organised to deliver those priorities;
 - meet and clearly demonstrate that it is meeting the community's needs;
 - operate in a way that delivers continuous improvement in all its activities.
- 3.2. In response to the Act, the Accounts Commission implemented the Audit of Best Value and Community Planning. All councils have been through that process. Our report was published by Audit Scotland in 2007.
- 3.3. Best Value 2, commonly known as BV2, is the next phase of Best Value Audit. It is carried out under the same legislative framework however, it is significantly different in that it is:

- more proportionate and risk-based, reflecting more closely particular issues faced by councils and their partners;
 - founded on a Shared Risk Assessment, conducted by a Local Area Network (LAN) made up of various scrutiny bodies, including Her Majesty's Inspectorate of Education, Social Work Inspection Agency, Care Commission, Housing Regulator, Audit Scotland and our external auditor;
 - more focused on impact and outcomes, and the difference the council and its partners are making for local communities;
 - designed to give a more rounded view of partnership working.
- 3.4. The Shared Risk Assessment results in each council receiving an Assurance and Improvement Plan, which sets out the scrutiny activity it can expect to take place over a 3 year period, including the likely timing of a BV2 audit.
- 3.5. To date five councils have been through a pathfinder BV2 audit. The reports are available on Audits Scotland's website.

When can we expect our BV2 Audit?

- 3.6. Our Shared Risk Assessment commenced in November 2009. A draft Assurance and Improvement Plan has been drafted, the outcome of which has been extremely positive. A briefing by the LAN is planned for all elected members on 23 June 2010.
- 3.7. As a result, early indications are that we are unlikely to have a BV2 audit before April 2012.
- 3.8. The LAN will on an ongoing basis monitor our Shared Risk Assessment, and we will continue to see reduced but ongoing levels of scrutiny activity over the next 3 years.

How are we approaching BV2?

- 3.9. The Council's change programme, Growing Excellence, is aimed at ensuring we work effectively with our partners to deliver positive outcomes for our local communities, making best use of our combined resources. Feedback from the LAN, through our Shared Risk Assessment clearly suggests that it has a high level of confidence in Growing in Excellence and that we are making good progress.
- 3.10. We are not complacent, however, and our Clacks Improvement Model (CIM) self assessment approach is designed to ensure that all services are working towards ambitious but attainable improvement action plans to ensure they are growing in excellence.

How will Scrutiny Committee know progress is being made?

- 3.11. Performance reports are important sources of assurance. The Single Outcome Agreement and KPI progress reports are good indicators of direction of travel. Positive trends over time and favourable performance against targets and comparators is a clear indication that good progress is being made. Feedback from our CIM self assessments indicates that widening the

scope of our Key Performance Indicators would better allow us to understand progress, and proposals are already in place to address this.

- 3.12. External quality accreditations are excellent indicators that our approaches and culture are aligned with good practice and therefore more likely to deliver positive outcomes. A number of our services already have quality accreditations such as ISO 9001, Customer Service Excellence and Investors in People, however, over the coming year, all services are working towards achieving the Customer Service Excellence and Investors in People standards.
- 3.13. Achieving national awards is often recognition by a particular sector or profession that an organisation is up there with the best. A number of our services have already achieved such accolades, including Property Contracts, winning a national APSE award 3 years in a row. We are encouraging all services, as they grow in excellence, to put themselves forward for national awards. Not only does this build confidence and a sense of team within the service, it also builds community and wider stakeholder confidence.
- 3.14. Positive reports by Scrutiny bodies including Audit Scotland, HMIE, SWIA, Housing Regulator, Care Commission, are validation that we are getting things right. These reports are presented to Scrutiny Committee on a regular basis, many of which continue to indicate positive and improving performance.
- 3.15. There are no direct financial implications arising from this report.

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

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

- 5.4. *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 double click on the check box)

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

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

10.1 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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Business Improvement Manager	01259 452127

Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Head of Strategy & Customer Services	Elaine McPherson (signed)
Angela Leitch	Chief Executive	Angela Leitch (signed)

Report to Scrutiny Committee

Date: 24 June 2010

Subject: End of Year Risk Management Progress Report

Report by: Head of Strategy and Customer Service

1.0 Purpose

- 1.1. This report provides Scrutiny Committee with an update on significant risks facing the Council, together with actions being taken to mitigate their potential impact. The report also provides assurance on the adequacy of our current risk management arrangements.

2.0 Recommendations

- 2.1. It is recommended that Scrutiny Committee note:
- significant risks and actions being taken to mitigate them;
 - risks that have been downgraded during the course of the last year;
 - risk management assurance arrangements.

3.0 Considerations

- 3.1. The Council needs to consider the risks that might inhibit the delivery of corporate objectives and ensure that controls are in place to mitigate each identified risk through the application of a systematic risk management process.
- 3.2. The Council has had risk management arrangements in place for a number of years, with progress reports on Council-wide risks being reported to Scrutiny Committee on a regular basis. Each Council risk is 'owned' and reviewed by an appropriate senior officer.
- 3.3. The table in Appendix A summarises those risks regarded as significant risks facing the Council at the year end 2009/10. The table also indicates whether risk ratings have changed during the course of the year.
- 3.4. In some cases, irrespective of significant mitigating action, the risk remains high reflecting its impact should it occur, and its ongoing high probability. In other cases, mitigating action has reduced the risk, or other factors have

changed such that the risk is no longer thought to be significant. Where a previously significant risk has been downgraded, this is also indicated within Appendix A. Medium and lower category risks are normally monitored at a management level, however, in some cases, for example, child protection, the significance of the topic is such that it is considered worth maintaining a high degree of scrutiny.

- 3.5. Appendix B provides detailed information on mitigating actions being taken with regard to significant risks.
- 3.6. As part of an effective system for managing risks, elected members and senior management should be assured that the system of internal control is working. The following provides a risk assurance statement and outlines progress made over the course of 2009/10.

Progress

- 3.7. Progress was made during 2009/10 in the following areas:
- On 17 December 2009 a revised Risk management Policy & Strategy was approved at Council. The Risk Management Strategy is required to be reviewed annually;
 - Heads of Service received briefings on their role and responsibilities following approval of the policy;
 - All services have risk registers: systematic risk identification exercises were undertaken by all services. Each has a documented, revised risk register, with associated mitigation actions, setting out high, medium and low risks. The identification of risk and risk registers are embedded into the business planning process.
 - Progress against Council risks is monitored at Scrutiny Committee: a half year progress report on risk mitigation for 2009/10 was presented to Scrutiny Committee in December 2009.
 - Internal Audit undertook an audit of risk management approaches during 2009. All but one recommendation has been implemented to date.

4.0 Sustainability Implications

- 4.1. The ongoing assessment and management of risk is an essential and inherent component of sustainable service delivery.

5.0 Resource Implications

5.1. Financial Details

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

Yes

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

5.4. Staffing - there are no direct staff 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	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

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

RISK MANAGEMENT POLICY 17TH DECEMBER 2009

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: Council Risks update 2009/10

Appendix B: Key Council Risks 2010/11

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
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Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Head of Strategy & Customer Services	Elaine McPherson (signed)
Angela Leitch	Chief Executive	Angela Leitch (signed)

APPENDIX A: SUMMARY OF RISK MITIGATION PROGRESS 2009/10

Key Council Risks	Change
THE COUNCIL DOES NOT SYSTEMATICALLY SET AND COMMUNICATE A CLEAR DIRECTION OR CULTURE	↓
THE COUNCIL DOES NOT MANAGE ITS RESOURCES (BUILDINGS/STAFF AND RESOURCES) EFFECTIVELY.+	↓
THE COUNCIL DOES NOT DEVELOP STAFF AND SKILL SETS TO FILL CURRENT AND CHANGING ROLES IN THE FUTURE.	↓
THE COUNCIL DOES NOT EFFECTIVELY PLAN FOR FUTURE CUSTOMER NEEDS AND EXPECTATIONS.	↓
THE COUNCIL IS NOT ABLE TO DEMONSTRATE THE QUALITY, EFFECTIVENESS OR COST OF ITS SERVICES OVERALL	↓
PROLONGED RECESSION	→
THE COUNCIL WILL LACK THE ABILITY TO PREVENT THE SERIOUS HARM OF CHILD(REN) UNDER COUNCIL CARE	↓
CURRENT EDUCATION MODEL IS UNABLE TO DELIVER CURRICULUM FOR EXCELLENCE AND GETTING IT RIGHT FOR EVERY CHILD	→
THE COUNCIL WILL OVERSPEND (>£0.5M) ITS BUDGET AS A RESULT OF AN INCREASE IN PRESSURE ON INDIVIDUAL SERVICES BUDGET	↓
PRESSURE ON FINANCES INCREASE ABOVE THE EXPECTED 12% CUT IN REAL TERM BUDGET BY 2013	NEW
Risks Downgraded During the Course of 2009/10	Change
KEY RISKS ARE NOT MANAGED AND MITIGATED AT AN OPERATIONAL OR SERVICE LEVEL	↓
INDUSTRIAL UNREST OCCURS AS A RESULT OF NEGOTIATIONS ON SALARIES OR TERMS AND CONDITIONS	↓
THE COUNCIL LACKS THE FACILITIES TO DELIVER ADULT CARE	↓
SHARING INFORMATION INEFFECTIVELY WITH PARTNERS AND SERVICES	↓

APPENDIX B: COUNCIL RISK REGISTER 2010/11.

RISK	LEAD OFFICER	PROGRESS
THE COUNCIL DOES NOT SYSTEMATICALLY SET AND COMMUNICATE A CLEAR DIRECTION OR CULTURE	CHIEF EXECUTIVE	<p>Since the identification of this risk we have developed and deployed a more focused council communication plan. A system of cascade briefings to ensure key messages and communications reach all staff continues to be systematically rolled out across the Council. The Communications team is developing an intranet to further aid efficient communication.</p> <p>The Council has introduced a revised Performance Review and Development process to more effectively deploy priorities and key objectives to staff. Combined with this is the introduction of a competency framework we will improve behaviours in relation to communication. We have set a goal of attaining the IIP quality standard in 2011, achievement of which should provide greater assurance of the effectiveness of organisational communications.</p> <p>The ongoing restructuring of the organisation means that this risk will continue to remain high until it is fully embedded. As the new management structure is beds-in greater emphasis is being placed on leadership and the communication of direction.</p>
THE COUNCIL DOES NOT MANAGE ITS RESOURCES (BUILDINGS/STAFF AND RESOURCES) EFFECTIVELY. +	DIRECTOR SERVICES TO COMMUNITIES & CHIEF EXECUTIVE	<p>A revised PRD has now been deployed across the organisation supported by leadership development and the core competency framework. Deployment of the competency framework across the organisation ensures managers and staff have the right skills in place to manage resources effectively. This will be supported by the Finance, ICT and People strategies which were approved by Council on 17 December 2009 to embed this across the council. A major restructuring exercise has been undertaken this year to ensure that the Council is better placed to service common customer groups more effectively and efficiently. For example, Business Support staff have been pooled enabling staff to work more flexibly across the Council as customer demands fluctuate.</p> <p>An interim Asset Management Strategy is in place and a revised Asset Management Strategy will be brought to Council for approval this year.</p> <p>The Finance Strategy includes a 5 Year capital plan which and a 3 year revenue plan.</p>
THE COUNCIL DOES NOT DEVELOP STAFF AND SKILL SETS TO FILL CURRENT AND CHANGING ROLES IN THE FUTURE.	CHIEF EXECUTIVE	<p>This is being addressed as part of our People Strategy through the implementation of our competency framework and a leadership development programme. Learning and Development is linked to the competency framework, which overall will ensure that we have the right people with the right skills to take the organisation forward. There has been some delay in the deployment of the leadership programme due to the restructuring. Once teams are in place this programme will be fully deployed across the Council.</p>

RISK	LEAD OFFICER	PROGRESS
THE COUNCIL DOES NOT EFFECTIVELY PLAN FOR FUTURE CUSTOMER NEEDS AND EXPECTATIONS.	CHIEF EXECUTIVE	<p>This is being addressed through the next stages of the customer services strategy and Phase 2 of Customer First which was approved by Council on December 17th 2009. The roll out of the Clackmannanshire Improvement Model, has reviewed 21 business units. This has supported some of the preparation work in relation to achieving Customer Service Excellence accreditation which will ensure we effectively meet customer needs and expectations. A major stakeholder consultation exercise is scheduled to take place over the summer of 2010 to better understand priorities, particularly in the light of growing financial pressures.</p> <p>Although the Council has a number of well established consultation processes in place there is still a significant risk that the findings of consultation are not fully used in the development of service delivery.</p>
THE COUNCIL IS NOT ABLE TO DEMONSTRATE THE QUALITY, EFFECTIVENESS OR COST OF ITS SERVICES OVERALL	CHIEF EXECUTIVE	<p>Although we have well established performance management arrangements, we know through our self assessment processes that we need to develop a wider scope and better balance of indicators that will enable this, particularly in relation to customers, staff, sustainability, efficiency and effectiveness. Following the role out of the CIM self Assessment we are now deploying core Best Value key performance indicators and more focused outcome indicators. We have revised our Performance Reporting and Monitoring arrangements and have taken onboard improvements from the Shared Risk Assessment and Improvement Plan to ensure this is more effective. This includes clearer Public Performance Reporting arrangements.</p> <p>The Council is developing a new set of KPIs with an increased focus on benchmarking with other providers particularly those who role out the PSIF/EFQM assessments.</p>
PROLONGED RECESSION	DIRECTOR SERVICES TO COMMUNITIES	<p>The revised local plan has been approved by Council. In addition, we have withdrawn from VFL to retain accrued funds for a focused approach to economic development. We have also transferring land to council use for economic development purposes.</p> <p>The Council has approved its largest development application in the area's history (Forestmill). The Council has also attracted substantial grant funding to help regenerate Alloa Town Centre which has seen a greatly improved the image of the town and the area. There has been an approval of new housing investment opportunities through reviewed Local Plan Housing Land Supply and the Council withdrawal of undeveloped land from Property JVC is stimulating speculative developments. The Council has also marketed units and land at Dumyat Business Park and is reviewing surplus Council property assets to promote development/investment opportunities (eg, College).</p> <p>Although this is still a significant risk the Council and its partners are performing well in relation to business start up rates and survival rates which exceed targets.</p>
THE COUNCIL WILL LACK THE ABILITY TO PREVENT THE SERIOUS HARM OF	DIRECTOR SERVICES TO PEOPLE	<p>There is a running programme of file audits undertaken by the child protection quality improvement manager which is supported by external auditing undertaken by HMIE. Inspections and self evaluation have all helped reduce this risk further. An intra-authority audit is now in place allowing each council to</p>

RISK	LEAD OFFICER	PROGRESS
CHILD(REN) UNDER COUNCIL CARE		<p>undertake a quality review of each partner organisation.</p> <p>The GIRFEC coordinator post has now been made mainstream within Council services embedding GIRFEC into Council services. A GIRFEC Training Programme is being rolled out across the organisation and will support the deployment of the Corporate Parenting Initiative reducing this risk.</p>
CURRENT EDUCATION MODEL IS UNABLE TO DELIVER CURRICULUM FOR EXCELLENCE AND GETTING IT RIGHT FOR EVERY CHILD	DIRECTOR SERVICES TO PEOPLE	<p>The Curriculum for Excellence is due to be deployed in August 2010. The Council is currently implementing this programme. As with all Scottish Council's there are still issues relating to this risk which are yet to be overcome nationally. However, the Council plan to address this risk through teacher training and the implementation of the national programme.</p>
THE COUNCIL WILL OVERSPEND (>£0.5M) ITS BUDGET AS A RESULT OF AN INCREASE IN PRESSURE ON INDIVIDUAL SERVICES BUDGET	CHIEF EXECUTIVE	<p>A more focused Financial Management Strategy is in place with tighter governance at a service and Council Level. We continue to regularly monitor budget on a monthly basis at a service and Council Management Team level. A 5 year capital is now in place which will be supported by a 3 year revenues plan. This will greatly improve the way the organisations manages its revenues and service costs. Over this year we will continue to analyse comparative data to help us assess how we perform relative to other similar service providers, thereby informing our improvement planning. Additionally, following Clacks Improvement Model self assessments, all services reviewing efficiency indicators to support them demonstrating best value. This work will have substantial and positive impact on our revenues and service costs in the medium to long term.</p> <p>The lack of foster care placements and subsequent use of 'out of authority' placements for looked after children continue to represent a significant ongoing financial pressure for the council and the council has developing a clear strategy to meet this challenge.</p>
PRESSURE ON FINANCES INCREASE ABOVE THE EXPECTED 12% CUT IN REAL TERM BUDGET BY 2013	CHIEF EXECUTIVE	<p>The Council is currently developing a 3-year Budget Strategy which includes prudent cost savings as approved in 2010/11 budget. The budget strategy will look at a range of strategies up to the 2013/14 period. This is based on the scenario of a 12% cut in budget and provides the Council with a series of flexible and responsive approaches.</p>

Report to Scrutiny Committee

Date of Meeting: 24 June 2010

Subject: Clacks Improvement Model: Proposed Key Performance Indicators

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. Analysis of the output of our programme of Clacks Improvement Model (CIM) self assessments provides an indication of where we could improve the scope and quality of our Key Performance Indicators (KPIs).
- 1.2. This report provides information on the development of a comprehensive set of KPIs that will enable the Council to drive performance through understanding better whether customer and wider stakeholder needs and expectations are being consistently met.

2.0 Recommendations

- 2.1. Scrutiny Committee is asked to note improvements to Key Performance Indicators resulting from the programme of CIM self assessments.

3.0 Considerations

- 3.1. The Council has relatively mature performance management arrangements, which are subject to review and improvement on an ongoing basis.
- 3.2. The CIM self assessment approach requires a rigorous and robust evaluation of performance information in four key areas: Customer Results, People (staff) Results, Community Results and Key Performance Results (that is, performance against stated outcomes).
- 3.3. The self assessment considers a number of attributes when evaluating results. These are:
 - TRENDS - are trends positive or is good performance sustained over at least 3 years?
 - TARGETS - are targets achieved and are they appropriate?

- COMPARISONS - do results compare well with others? How well do they compare with acknowledged 'World Class' performance?
 - CAUSES - are positive results visibly caused by stated approaches?
 - SCOPE - do available results address all relevant areas and activities?
- 3.4. It is worth bearing in mind that CIM self assessments are stringent and rigorous evaluations, conducted against a framework of excellence. Our expectation is not that services are necessarily 'excellent' first time around, however, there is an expectation that they continue Growing in Excellence over time. To assist them in achieving this, each receives a detailed feedback report and improvement action plan on completion of the self assessment.
- 3.5. There are a number of areas, however, where developing corporate support interventions is a more efficient approach, and KPI development is one of these.
- 3.6. Taking an overview of the CIM self assessments the following issues emerged:
- SCOPE/TRENDS/TARGETS/CAUSES:
 - Most services would benefit from extending the scope of their results. People (staff) and Customer perception results, and efficiency and service costs results emerged as particular areas where we could achieve a better balance beyond traditional Statutory Performance Indicators (SPIs).
 - Analysis of CIM output also showed that some services have been experimenting with various indicators over recent years as they have developed and refined their performance management arrangements. Whilst experimentation is to be encouraged, inconsistency in indicators used over time can make improvement trends difficult to track. Unclear trends can also make it more difficult to assess the appropriateness of targets.
 - To enable the Council to drive performance improvement and to ensure that all services have consistent performance results sufficient in scope to demonstrate that they are Growing in Excellence, a comprehensive set of KPIs has been developed following extensive research and consultation. To ensure clarity of 'cause and effect', the KPIs are aligned with corporate management strategies and SOA outcomes as appropriate.
 - The KPIs are being deployed during 2010/11.
 - COMPARISONS:
 - In February 2009, Audit Scotland published 'A New Direction' for SPIs, the main thrust of which was to reduce the number of specified SPIs to 25, leaving councils more freedom to develop KPIs that better reflect local contexts.

- SPIs have long been regarded as too narrow in scope, and whilst a welcome development, their reduction has highlighted a national overreliance on them for benchmarking purposes. As councils incrementally move away from the well-established and embedded SPIs, a gap in terms of reliable, readily available comparative data has begun to emerge. There are a number of alternative sources, and we are using these where they meet our needs, however, they by no means address all the areas we require.
- To address gaps in comparative data (it is not the intention to duplicate what is already available), Clackmannanshire Council, through the national Public Service Improvement Framework (PSIF) Partnership, has proposed the establishment of a national PSIF Benchmarking Network. The inaugural meeting took place on 1 June 2010, with a working group given the task of establishing arrangements to provide a broader range of cost-effective, reliable, and current benchmarking data for participants by the end of 2010/11.
- There are no direct financial implications arising from this report.

4.0 Sustainability Implications

- 4.1. Sustainability is an inherent component of the CIM. A number of KPIs have been introduced to improve our sustainability capability.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes
- 5.4. *Staffing* - there are no direct staff 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 double click on the check box)

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

(2) Council Policies (Please detail)

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

10.1 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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Business Improvement Manager	01259 452127

Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Head of Strategy & Customer Services	Elaine McPherson (signed)
Angela Leitch	Chief Executive	Angela Leitch (signed)

Report to Scrutiny Committee

Date: 24 June 2010

Subject: Key Performance Indicators (Service Performance)
2009/10: End of Year Report

Report by: Head of Strategy and Customer Services

1.0 Purpose

- 1.1. This report provides an update on 'Key Performance Indicators (Service Performance) at the year end of 2009/10. These indicators relate to the Council's priority outcomes with the exception of *'the Council is effective, efficient and recognised for excellence'* which was covered in the Key Performance Indicators (corporate management) 2009/10: End of Year Report dated 20 May 2010.
- 1.2. The Audit Scotland's 2008 Direction (which sets out reporting guidance for reporting the year 2009/10) represents a major shift in how councils are held accountable for the demonstration of Best Value. The number of specified Statutory Performance Indicators (SPIs) was reduced from over 80 to 25, with more scope given to councils to use Key Performance Indicators (KPIs) that better reflect local contexts.
- 1.3. It is worth noting that this is a continuous improvement journey. Output from our CIM self assessment programme has highlighted a number of development areas for our KPIs. A full update is provided to Scrutiny Committee in a separate report.
- 1.4. The indicators in this report that are specified SPIs will be submitted to Audit Scotland. Once the data has been checked by external auditors it will be made publicly available on Clacksweb by 30th September 2010. Public performance reports will also be provided in the Clackmannanshire View at various points throughout the year in line with customer feedback we received through Clacks 1000.


2.0 Recommendations


- 2.1. Scrutiny Committee is asked to note performance.

3.0 Considerations

- 3.1. On 22 July 2009 Scrutiny considered a paper dated 25 June 2009, entitled Performance Reporting & Monitoring Process (together with responsibilities). The paper stated that Scrutiny Committee would receive a progress report on Key Performance Indicators. This report is the end of year report for 2009/10, indicating progress against the Council outcomes.
- 3.2. Each measure in Appendix A is provided with an arrow symbol to indicate the trends.

 A red arrow signifies that the trend is negative (>- 5%),

 A green arrow signifies that the trend is positive (>+5%),

 A yellow arrow signifies that the trend is neither positive nor negative, and therefore that performance has remained static,

 A blue arrow signifies the ideal direction of trend.

- 3.3. Overall, there is generally a positive picture to report, with improved or sustained performance achieved in most areas.
- 3.4. There are no financial implications arising from the recommendation in this report.

4.0 Sustainability Implications

- 4.1. Sustainability implications are discussed within the 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

5.3. Staffing

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

6.0 Declarations

- 6.1. Is this report exempt?

6.2. 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 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 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 Not required

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: Key Performance Indicators from 1 April 2009 to 30 March 2010.

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Angela Leitch	Chief Executive	Angela Leitch (signed)

APPENDIX A: CORPORATE PLAN PROGRESS REPORT (SERVICE PERFORMANCE) 2009/10: END OF YEAR REPORT

SUMMARY

	The area has a positive image and attracts people and businesses	Our communities are more cohesive and inclusive	People are better skilled, trained and ready for learning and employment	Our communities are safer	Vulnerable people and families are supported	Substance misuse and its effects are reduced	Health is improving and health inequalities are reducing	The environment is protected and enhanced for all
Proportion of indicators showing improving or sustained performance	83% (5)	75% (6)	83% (5)	50% (2)	75% (6)	66% (2)	80% (4)	75% (3)
Proportion of indicators that meet target	83% (5)	77% (7)	17% (1)	100% (5)	75% (6)	66% (2)	0% (0)	60% (3)
Proportion of indicators (where applicable) that exceed benchmark group average	100% (3)	100% (2)	66% (4)	100% (2)	80% (4)	N/A	80% (4)	100% (1)

Key

Red 0% - 49%
 Amber 50% - 66%
 Green 67% - 100%

THE AREA HAS A POSITIVE IMAGE AND ATTRACTS PEOPLE AND BUSINESSES

Why is this important?

A vibrant local economy is important to achieving a good quality of life. A skilled workforce, good levels of inward investment and a supportive infrastructure is essential for economic success.

How are we doing?

The percentage of adults who rate their neighbourhood as a good place to stay in 2009/10 was 89%. Performance is similar to the target of 90% and 2008/09 which was 91%.













The Council achieved a cleanliness index of 74 (out of 100). This is similar to the Scottish average of 73 (out of 100) and 2008/09 performance which was 76 (out of 100).

The number of new house completions during 2009/10 was 187. Performance is unfavourable when compared with to the target of 245.

The percentage of planning applications that were dealt with within the target time of 2 months was 96%. This is favourable when compared to the 2008/09 figure of 76% and the Scottish average of 77.5%.

The percentage of building warrant applications responded to within 15 days stands at 77%, similar to the target of 80%. Performance is unfavourable when compared to 2008/09 which was 82%.

The proportion of streets surveyed that were found to have graffiti during 2009/10 was 15%. Performance compares favourably with the target and to performance in 2008/09 which was 27%. The Scottish average is 37%.

Performance Indicator	Time Period	Value	Target	Benchmark Group Ave	Annual trend	Ideal trend
Percentage of adults who rate their neighbourhood as a good place to stay (%)	2009/10	89	90	Not applicable		
General Cleanliness of the area (index)	2009/10	74	79	73*		
New House Completions	2009/10	187	245	Not applicable		
Percentage of non-householder planning applications dealt with within 2 months (%)	2009/10	96	76	78*		
Percentage of Building warrants responded to within 15 days (%)	2009/10	77	80	Not applicable		
Proportion of streets surveyed that were found to have graffiti (%)	2009/10	15	27	37 ¹		

¹ Scottish Social Attitudes Survey 2009

* Benchmark Group - SPI Scottish average 2008/09

Management actions

Overall performance remains positive with new house completions a notable exception.

Significant new build projects have in recent years brought more families to the area, and more are planned, for example in a major new development at Forestmill. The number of new house completions however has been impacted by the economic downturn, reflecting national trends. The Clackmannanshire Development Plan, aims to provide adequate land in a choice of locations to meet all the housing needs of the area.

There has been an approval of new housing investment opportunities through reviewed Local Plan Housing Land Supply.

OUR COMMUNITIES ARE MORE COHESIVE AND INCLUSIVE

Why is This Important?

A cohesive and inclusive community is an ideal where people feel they are valued and involved, and that they belong. A great deal of what we do is about strengthening communities, for example improving people's employment chances, promoting care of, and pride in, the local environment.

How are we doing?

The percentage of dwellings meeting the Scottish National Quality Housing Standard within Clackmannanshire is 77% against a target of 77%. The Scottish average is 36%. Good progress is being made towards meeting the target of bringing all Council stock up to the Standard by 2015.

The percentage of private sector housing meeting the Scottish National Quality Housing Standard in Clackmannanshire is 46%. This is favourable when compared to the target of 31%.

The proportion of racist graffiti removed within four hours during 2009/10 was 100%. Performance is the same as 2008/09.

73% of Council buildings are suitable for and accessible to people with a disability. This is favourable to 2008/09 which was 65%, and compared to the target of 65%. Clackmannanshire Council compares favourably with the Scottish average of 65%.

The council lost contact with 62 homeless people during 2009/10. This is favourable when compared to 2008/09 which was 81. Performance is favourable when compared to the target of 100 cases.

During 2009/10 there were 250 cases where children were excluded from school. Performance is unfavourable when compared to 2008/09 which was 153 and the target of 155.

During 2009/10 the average time taken to process new benefit claims was 14 days. Performance is similar to the target of 13 days, and when compared to 2008/09 which was also 13 days.

Performance Indicator	Time Period	Value	Target	Benchmark Group Ave*	Annual trend	Ideal trend
Proportion of Council housing meeting the Scottish Housing Quality Standard (%)	2009/10	77	77	36	→	↑
Proportion of private sector housing meeting the Scottish Housing Quality Standard (%)	2009/10	46	31	Not available	↑	↑
Proportion of racist graffiti removed within four hours (%)	2009/10	100	100	Not applicable	→	→
The percentage of Council buildings from which the Council delivers services to the public in which all public areas are suitable for and accessible to people with a disability. (%)	2009/10	73	65	65	↑	↑
Specialist housing as a proportion of total new house build	2009/10	39	39	Not applicable	NEW	↑
Number of homeless people lost contact with prior to completion of assessment	2009/10	62	<100	Not applicable	↓	↓
Schools exclusions: secondary	2009/10	219	140	Not applicable	↑	↓
Schools exclusions: primary	2009/10	31	15	Not applicable	↑	↓
Time taken to process all benefits claims (days)	2009/10	14	13	CHANGED INDICATOR	→	↑

* Benchmark Group - SPI Scottish average 2008/09

Management actions

Trends are generally positive or indicate sustained levels of performance.

The Council continues to work hard to reduce school exclusions. The monthly tracking systems will be improved to monitor school performance. It is planned that this will be put in place on a school by school and pupil by pupil basis from the start of session 2010-11. This will give earlier indications of patterns of behaviour as well individual pupils who are excluded more than once so that individual progress can be tracked and monitored and the support available to them can be evaluated.

The data period covered in relation to exclusions is 2008/09 with 2009/10 data for 2009/10 expected to be made available from August 2010.

PEOPLE ARE BETTER SKILLED, TRAINED AND READY FOR LEARNING AND EMPLOYMENT

Why is this important?

Secondary school attainment levels locally compare favourably to comparator authorities. However, there is a higher proportion of residents with no qualifications and a lower proportion who have attained NVQ Level 4 or above (i.e. HND or above). Unemployment rates in Clackmannanshire are consistently higher than those for the Forth Valley area and for Scotland overall.

How are we doing?

- The proportion of school leavers going into employment, education or training during 2008/09 (the last complete academic year) was 86%. This is similar to the target of 89% and the Scottish average of 86%.
- The proportion of pupils attaining five or more awards at Level 4 in Standard Grades in 2008/09 (the most recent data) was 75%. This is similar to the target of 78% and the Scottish average of 78%.
- The proportion of looked after children who attained at least one Scottish Credit and Quality Framework (SCQF) Level 3 in 2008/09 was 74%. This is unfavourable when compared to the target of 95% but is favourable when compared to the Scottish average of 59%.
- The proportion of looked after children who attained at least one Scottish Credit and Quality Framework (SCQF) Level 3 in maths and English in 2008/09 was 78%. This is unfavourable when compared to the target of 95% but is favourable when compared to the Scottish average of 49%.
- The number of visits to libraries per 1,000 population is 8,064. This is similar to the target of 7,840 but unfavourable when compared to 2008/09 which was 8,592.
- The proportion of residents using learning access points in Clackmannanshire Council during 2009/10 was 15%. Performance is similar to 2008/09 which was 16% and to the target of 14%.

Performance Indicator	Time Period	Value	Target	Benchmark Group Ave	Annual trend	Ideal trend
Proportion of school leavers going into employment, education or training (%)	2008/09	86	89	86 ¹		
Proportion of pupils attaining 5+ awards at Level 4 in Standard Grades (%)	2008/09	75	78	78*		
Proportion of looked after children attaining at least one SCQF level 3 (any subject) (%)	2008/09	74	95	59*		
Proportion of looked after children attaining at least one SCQF level 3 (English and Maths) (%)	2008/09	78	95	49*		
Number of visits to libraries per 1,000 population	2009/10	8064	7840	5819*		
Proportion of residents using learning access points (%)	2009/10	15	14	12*		

¹ School Leaver Destination Return and Skills Intervention Activity Report 2008/09

* Benchmark Group - SPI Scottish average 2008/09

Management actions

The More Choices More Chances Strategy has increased awareness and understanding of the importance of continuing learning and identifying appropriate employment opportunities. Just under 200 young people started the national training programme during the first half of 2009/10 and over 439 participated in training (Modern Apprentices) helping people up-skill and improve their employability opportunities. We have also seen an increase in the number of accredited training for both young people and adults within the community.

Through Determined to Succeed good progress continues in increasing business partnerships developed by schools. The levels of pupil engagement in enterprise activities continues to grow both the range and quality of these engagements.

During 2009/10 all School evaluations carried out by HMIE were judged to be positive. All of the schools inspected continue to demonstrate that overall service provision is of a high quality and that this situation is expected to be sustained as schools continue to work hard on an agenda of continuous improvement.

The three new high schools and new college in Alloa, expected to be completed for the 2011-12 academic year, will make significant contributions to our capability to realise positive outcomes.

The position on library visits is obscured by the fact that 'people counters' were out of commission at Dollar and Menstrie libraries for the first two months of the reporting period. Sourcing difficulties contributed to delays in installing replacements.

OUR COMMUNITIES ARE SAFER

Why is This Important?

Relative to Scotland as a whole, statistics indicate that Clackmannanshire is a safe place to live, however, it does have a higher incidence of crime than the rest of the Central Scotland Police Force area, and there is significant public concern about crime and general safety. In surveys, residents identify tackling crime and the fear of crime as the single biggest priority for agencies locally.

How are we doing?

- In 2009/10, 83% of abandoned vehicles were removed within 14 days. This is unfavourable when compared to 2008/09 which was 100%. The Scottish average in 2008/09 was 83%. During 2009/10 67 abandoned cars were reported to the Council with only 1 vehicle removed outwith the 14 days target.
- During 2009/10, 94% of proportion of street light repairs were completed within seven days. This is similar when compared to 2008/09 which was 92%, and when compared to the target of 92%.
- In 2009/10, there were 22 deaths or serious injuries as a result of road accidents in Clackmannanshire. This is similar when compared to 2008/09 which was 22.
- 23% of residents state that vandalism or graffiti is a problem in their local neighbourhood. This is unfavourable when compared to 2008/09 which was 20%.
- During 2009/10, 728 community warden and police patrols by the combined warden team were undertaken. This is similar to the target of 700. Data for 2008/09 is not available due to a change in the methods used to collect data.

Performance Indicator	Time Period	Value	Target	Benchmark Group Ave	Annual trend	Ideal trend
Proportion of abandoned vehicles removed within 14 days (%)	2009/10	83	80	83*	↓	↑
Proportion of street light repairs completed within seven days (%)	2009/10	94	92	91*	→	↑
Number of deaths or serious injuries as a result of road accidents	2009/10	22	25	Not available	→	↑
Proportion of residents who state vandalism or graffiti is a problem in their local neighbourhood	2009/10	23	38	Not available	↓	↑
Number of separate and joint Community Warden & Police patrols by Combined Warden Team	2009/10	728	700	CHANGED INDICATOR	Not available	↑

* Benchmark Group - SPI Scottish average 2008/09

Management actions

The Head of Community and Regulatory Services will focus attention and resources on increasing removal rates of abandoned vehicles and reducing the probability of vandalism and graffiti. The focus of the warden teams will be to raise their profile ensuring that issues related to vandalism and graffiti are quickly dealt with.

Overall the council is supporting the Alliance to deploy a range of plans to tackle the perception of safety within the area, including a new model of community policing and improvements in communication between community police officers and members of the public.

VULNERABLE PEOPLE AND FAMILIES ARE SUPPORTED

Why is This Important?

There are many vulnerable people living in our communities who need support to help them sustain a good quality of life and, as far as possible, live independently. Clackmannanshire has an ageing population, with a projected increase of 46% in over 75's and 31% in over 60's by 2018. This will have a significant impact on future housing and support needs.

How are we doing?

- During 2009/10, the percentage of people aged 65 and over who receive intensive homecare in Clackmannanshire was 35%. This compares favourably with the target of 30% and performance in 2008/09 which was 33%. The Scottish average is 32%.
- In 2009/10, 79% of homeless people maintained their tenancy for at least 12 months. This compared unfavourably with the target of 99%.
- In 2009/10, the percentage of time-frames met for initial appointments for mental health services was 94%. This compares favourably with the target of 88% and performance in 2008/09 which was 89%.
- During 2009/10, the percentage of people for which community care assessment targets were met was 80%. This is similar to the target of 80%. Performance is favourable when compared to 2008/09 which was 53%.
- During 2009/10, the number of delayed discharges from hospital remained at 0. This is the same as the target and performance in 2008/09 which was 0.
- In 2009/10, the percentage of children requiring supervision seen by a supervising officer within 15 working days was 100%. With the target of 100% achieved, performance is significantly favourable when compared to 2008/09 which was 75%.
- During 2009/10, the average number of moves experienced by looked after and accommodated Children in the year was 1. This is favourable against a target of less than 3 moves, and when compared to 2008/09.
- During 2009/10, the percentage of children's hearing reports submitted to the Children's Reporter within timescales was 46%. This is unfavourable against the target of 75%, and when compared to 64% in 2008/09.

Performance Indicator	Time Period	Value	Target	Benchmark Group Ave	Annual trend	Ideal trend
Proportion of people aged 65 and over receiving intensive home care (10 hours +) (%)	2009/10	35	30	32 ¹	↑	↑
Proportion of homeless people maintaining their tenancy for at least 12 months (%)	2009/10	79	99	86*	N/A ²	↑
Proportion of time-frames met for initial appointments to mental health services (%)	2009/10	94	88	Not available	↑	↑
Proportion of people for which community care assessment targets were met (%)	2009/10	80	80	Not available	↑	↑
Delayed discharge from hospital per 1,000 population	2009/10	0	0	0*	→	→
Proportion of children requiring supervision seen by a supervising officer within 15 working days (100%)	2009/10	100	100	89*	↑	↑
Average number of moves experienced by looked after and accommodated Children in the year	2009/10	1	Less than 3	Not available	↑	↓
Proportion of Children's Hearing reports submitted to the Children's Reporter within timescales (%)	2009/10	46	75	41*	↓	↑

¹ Scottish Care Home Census, Home Care Return, Scottish Government, SMR50 ISD

² Previous year's data unreliable, therefore no trend.

* Benchmark Group - SPI Scottish average 2008/09

Management actions

Overall performance levels continue to improve, although reports to the Children's Reporter and the proportion of homeless people maintaining their tenancies are areas of focus for 2010/11.

We continue to focus on working in partnership for improved outcomes, risk management and consultation with service users and their carers. Clackmannanshire agencies (social work service, health service and the police) continue to work together with community organisations to support and protect children through a Corporate Parenting Strategy which has been developed this year. The number of young people being supported through compulsory measures of care and protection continues to rise. Although the reasons for this are not always readily apparent, the increase does indicate that vulnerable families are receiving the support and assistance they need while being protected.

Community care response times have improved in 2009-2010 for all vulnerable and disabled people who have requested services. With a focus on an increasingly ageing population, older people continue to receive prompt assessments and services to support them at home.

The Community Care Teams are now co-located with health services in the Clackmannanshire Community Health Care Centre and this promotes better joint working to support vulnerable people in their communities. People with mental health problems have access to a range of health and social care support and services through a single pathway and the response

times have improved this year. We continue to maintain a high level of performance ensuring prompt discharges from hospital and minimising delays in the provision of assessments and support services.

Technological developments include the introduction of improved information sharing systems across health, housing and social care agencies. For vulnerable people and older people living at home, new Telecare services, including personal alarm and alerts are being introduced to promote further independence and safety.

While the child protection register has increased this year, the average time being spent on the register by children is falling. As highlighted by the outcome on vulnerable people and families children's child protection plans are taking less time to be implemented removing the risk of or removing the child from that risk.

Through the deployment of the Integrated Children's Services Plan we have implemented the Getting it Right for Every Child approach focusing on the early identification of children at risk, and planning interventions. These arrangements depend very heavily on the exchange of information about children between all the agencies which have an interest in promoting their well-being, the systematic planning thereafter and delivery of appropriate interventions to support them.

Children's hearing reports submitted to the Children's panel remains a national issue that most local authorities wrestle with, (national average 41%). Clackmannanshire has a significant number of young people being referred to the Children's Reporter both for offence and non-offence reasons. A new IT system has been rolled out across the services. As with any change this has had an impact on performance. The service has now rolled out a focused IT training programme which should improve performance.

Homelessness performance shows evidence of progress with significant improvements across the housing improvement plan on key areas of access, assessment and accommodation. There has been recent change to data collection methods. Thus comparative data for 2008/09 is not available. As new data becomes available performance will be benchmarked with historic performance.

As required by new legislation for the support and protection of adults at risk, arrangements have been put in place for ensuring that concerns about adults at risk in Clackmannanshire are reported and acted upon.

In September 2009, the Social Work Inspection Agency (SWIA) reviewed Social Services progress and development on their recommendations for improvement from the 2008 SWIA inspection. Positive progress was noted with some outstanding areas for improvement to be followed up in 2010. Overall significant progress has been made in response to the council's 2007 child protection inspection and the January 2008 Multi-Agency Inspection of Services for Older People was very positive, with attainment of targets with

services for older people rated very good in five areas and good in one. The Council continued to demonstrate strong performance in relation to community care referral responses, caring for elderly people in their own home and providing prompt services to those within adult care services where situations are less complicated.

SUBSTANCE MISUSE AND ITS EFFECTS ARE REDUCED

Why is This Important?

The challenges of alcohol and drug abuse in Scotland are mirrored in Clackmannanshire. Our community planning partnership has agreed that tackling substance misuse is important, with tackling alcohol having a very high priority.

How are we doing?

- The proportion of local residents who cite alcohol abuse as a dislike about their neighbourhood in 2009/10 was 28%. This is favourable when compared to the target and performance in 2008/09 which was 37%.
- The proportion of local residents who cite drug abuse/dealing as a dislike about their neighbourhood in 2009/10 was 21%. This is favourable when compared to the target and performance in 2008/09 which was 33%.
- The number of inspections of licensees to ensure enforcement of tobacco sales regulations was 6. This is unfavourable when compared to the target of 24 and 2008/09 which was 11.

Performance Indicator	Time Period	Value	Target	Benchmark Group Ave	Annual trend	Ideal trend
Proportion of local residents who cite alcohol abuse as a dislike about their neighbourhood (%)	2009/10	28	37	Not available	↑	↑
Proportion of local residents who cite drug abuse/dealing as a dislike about their neighbourhood (%)	2009/10	21	33	Not available	↑	↑
Inspections of licensees to ensure enforcement of tobacco sales regulations	2009/10	6	24	Not available	↓	↑

Management actions

Overall, there are positive signs of some improvement being made in this area.

Performance in relation to enforcement of tobacco sales regulations is an area for concern. A new team is now in place and early indications suggest that targets are being met and exceeded for 2010/11.

Within Clackmannanshire substance misuse features as a cause of crime and anti-social behaviour, family breakdown, domestic violence, poor health and well-being and harm to children. Clackmannanshire has an alcohol and drug

partnership for planning services to prevent and tackle problems of alcohol, illegal drugs and prescribed/over the counter drugs, tobacco and volatile substances. The community planning partnership is working to enhance and improve partnership working in Clackmannanshire, collaborating across agency and service boundaries and removing barriers to improvement to tackling substance misuse, its causes and reduce the adverse impact upon all those affected.

As part of the Alcohol and Drug Partnership we are providing a range of interventions for parents and family members affected by substance misuse to enhance their understanding of the harm to themselves and others and develop skills to deal with own or others substance use.

The NHS Community Addictions Recovery service is now re-located with mental health teams to improve support to individuals with dual difficulties.

The Council provides a number of teams for people with substance misuse problems, including an addiction team led by the NHS, a wider network and a recently piloted youth addiction service.

HEALTH IS IMPROVING AND HEALTH INEQUALITIES ARE REDUCING

Why is This Important?

Although the County still has a poorer record in a number of areas, such as smoking, coronary heart disease and some cancers, health is improving in Clackmannanshire. Overall life expectancy at birth however is lower in Clackmannanshire than the Forth Valley area and Scotland generally.

How are we doing?

- The number of attendances per 1,000 population for pools in 2009/10 was 2,630. This is unfavourable when compared to the target of 3,370 and performance in 2008/09 which was 3,556.
- The number of attendances per 1,000 population for other indoor sports and leisure facilities in 2009/10 was 7,318. This is unfavourable when compared to the target of 9,445 but similar to performance in 2008/09 which was 7,664.
- The average engagement in PE in schools during 2008/09 was 90 mins. This meets the national target of 90 minutes and is similar to 2007/08 which was also 90 minutes.
- The percentage of children walking or cycling to primary school in 2009/10 was 63%. This is similar to the target of 66% and performance in 2008/09 which was 65%.
- The percentage of children walking or cycling to secondary school in 2009/10 was 60%. This is favourable to the target of 52% and performance in 2008/09 which was 51%.

Performance Indicator	Time Period	Value	Target	Benchmark Group Ave	Annual trend	Ideal trend
Number of attendances per 1000 population for pools	2009/10	2630	3370	3569*	↓	↑
Number of attendances per 1000 population for other indoor sports and leisure facilities	2009/10	7318	9445	4761*	→	↑
Engagement in PE (min)	2008/09	90	120	90*	→	↑
Proportion of children walking or cycling to school (primary) (%)	2009/10	63	67	50 ¹	→	↑
Proportion of children walking or cycling to school (Secondary) (%)	2009/10	60	52	50 ¹	↑	↑

¹ Sustrans UK survey 2010

* Benchmark Group - SPI Scottish average 2008/09

Management actions

Performance levels are generally sustained or improved on last year, however, falling attendance at pools continues to be an area for focus. Pool attendance has dropped as a result of reduced facilities across the area during 2009/10. We will continue however to promote the use of all pools in the area and sports and leisure participation generally.

The Council's Physical Activity programme continues to operate with great effect for pre-5 and primary pupils and primary pupils with additional support needs. All pupils in the authority's primary schools receive a minimum of 1.5 hours from a PE specialist working to a detailed syllabus – some are receiving 2 hours. All P4 and P5 pupils receive 20 swimming sessions each year. In addition, all primary schools make additional provision for PE through their class teachers whose skills are being up-dated.

Pupils are encouraged to become involved in a wide range of competitions and special events. The programme continues to attract significant national attention and work in Clackmannanshire is often quoted, e.g. by SLANOPE, as an example of good/best practice.

The Active Schools programme in primary and secondary schools is proving very effective in engaging young people, including disabled young people, in a wide range of sporting activities. The Council runs a wide range of sports festivals and competitions along with its development programmes.










THE ENVIRONMENT IS PROTECTED AND ENHANCED FOR ALL

Why is This Important?

Clackmannanshire enjoys an enviable natural environment and a rich built heritage. It has a scenic and varied natural heritage, with a landscape ranging from the uplands of the Ochil Hills to the flat, coastal landscape of the Forth estuary and a diverse range of flora and fauna. The built heritage is exceptional for an area of such size and contributes to Clackmannanshire's special identity. We recognise our key role in ensuring our environment is protected and enhanced for the enjoyment of this and future generations.

How are we doing?

- Biodegradable waste sent to the landfill in 2009/10 was 11,357 tonnes. This is favourable when compared to the target of 13,579 tonnes and performance in 2008/09 which was 13,060 tonnes.
- The proportion of all journeys made by car in 2009/10 was 72%. This is favourable when compared to the target of 85%. Performance however is unfavourable when compared to the Scottish average of 66%.
- The council's CO² emissions during 2009/10 was 44,724 tonnes. This is favourable when compared to the target of 51,170 tonnes and 2008/09 which was 57,630 tonnes.
- The proportion of new housing built on brownfield land is less than 1%. This compares unfavourably to performance in 2008/09 which was 7%.
- The amount of waste recycled is 46% this is favourable when compared with 2008/09 which was 44.9% and favourable against the target of 40%. Clackmannanshire Council continues to be the top performer nationally, comparing well with the Scottish average of 34.3%.

Performance Indicator	Time Period	Value	Target	Benchmark Group Ave	Annual trend	Ideal trend
Biodegradable waste sent to landfill (tonnes)	2009/10	11372	13579	Not yet available		
Proportion of all journeys made by car (%)	2009/10	72	85	67 ¹	n/a	
Council's annual CO ² emissions (tonnes)	2009/10	44,724	51,170	Not applicable		
Proportion of new housing on brownfield land (%)	2009/10	0	7	Not applicable		
% of waste recycled	2009/10	46	40	34.3		

¹ Scottish Household Survey 2008

* Benchmark Group - SPI Scottish average 2008/09

Management actions

Performance levels continue to improve although the proportion of new housing on brown fields has fallen during 2009/10, which has been impacted by the economic downturn, reflecting national trends. The Clackmannanshire Development Plan, aims to provide adequate land in a choice of locations to meet all the housing needs of the area.

As part of the Area Waste strategy blue bins, together with supporting information on their use, were distributed to 23,322 households deemed suitable to receive the service. This represents 97.7% of all households. To support this revised refuse collection routes have been implemented to accommodate the change to blue bins and to the brown bin collection cycle.

The introduction of blue bins has allowed extended recycling facilities to be introduced to most Council buildings and all main offices are now served by blue bin collections demonstrating that the Council is prepared to lead by example by adopting the recycling measures it recommends to the public.

The council continues to meet the Municipal Solid Waste Recycling Target set by SEPA of 40 percent by 2010 and is confident in meeting the next key recycling target is 50 per cent by 2013.

We will continue to look at ways to reduce our utility consumption. With this in mind the Council plans to capture rain water and harvest this for street sweeping, deploy low energy IT equipment in schools, deploy thermal insulation in schools, undertake staff awareness sessions and review space management as part of the asset management plan. This will ensure we manage our assets for increased sustainability.

Report to Scrutiny Committee

Date of Meeting: 24 June 2010

Subject: Audit Report for Year Ended 2008/09 – Follow Up

Report by: Finance Manager

1.0 Purpose

- 1.1. Following the presentation of the annual audit report for 2008/09 from our external auditors, Grant Thornton at the meeting of this Committee on 21st January, the Committee sought a further management report addressing three specific points from that report, namely:
- Developing budgetary control and financial reporting arrangements to ensure greater accuracy in budget monitoring reports.
 - Reviewing the role of the Scrutiny Committee and developing a consensus on how best the Committee should discharge its functions across all elements of scrutiny including effectiveness of policy implementation.
 - Considering the Council's approach to participating in the National Fraud Initiative, in particular the decision not to include electoral role and council tax information in the data matching exercise.

2.0 Recommendations

- 2.1. The Committee is asked to note the progress on these issues.

3.0 Considerations

- 3.1 The annual report by our external auditors Grant Thornton on the audit of the Council's accounts for 2008/09 was presented to the Committee on 21st January giving an overview of the financial statements for 2008/09, as well as covering Governance and Performance issues examined over the year.
- 3.2 The key recommendations arising from these audits are listed in the action plan response attached as an appendix, including the three issues subject to this report.

3.3 Budgetary Control arrangements

The auditors had noted during 2008/09 that the predicted overspend against budget within services varied considerably over the year.

There has been a marked improvement on such fluctuations during 2009/10. Starting from May 2009, regular monitoring reports have been presented to the Council Management Team on a monthly basis. Significant variances have been highlighted, and corrective action taken throughout the year. As a result of this closer scrutiny and control of spending during 2009/10, there have not been the same fluctuations in forecasting as evidenced in previous years. This is demonstrated by the fact that the three monitoring reports presented to this Committee this financial year record only minor changes in forecasts, with total spend predicted to be £115.3m, £115.5m and £115.6m respectively.

3.4 Governance

The key issues highlighted under Governance set out the auditors findings from their annual review of corporate governance arrangements. There was reference within the annual report that their Best Value follow up report would be available by the end of October. As things stand, that report remains at the draft stage, primarily due to the significant changes to Best Value arrangements that the Council are presently going through. It has subsequently been agreed that these issues will be looked at again under the Best Value 2 regime in 2009/10 instead. Nevertheless, the findings within the annual report remain pertinent.

Role of Scrutiny Committee

The auditors had noted that the Council had generally good arrangements for scrutiny in place, but that it was still developing, and not yet fully effective. There had been significant progress during the year through the development of a work plan, but its role in evaluating the effectiveness of policy implementation remained unclear, and there was no consensus within the Council on how scrutiny in this area should be taken forward.

Members will note that it is the intention to report to Scrutiny Committee on the review of how the Scrutiny Committee discharges its functions at its meeting in September 2010 as agreed per the approved draft Scrutiny timetable.

National Fraud Initiative

The auditors had noted that the Council had taken a decision not to include electoral roll and council tax information for the purposes of data matching due to concerns over data protection, which could mean that a number of matches could not be performed and potential frauds less likely to be detected.

The NFI exercise involves reviewing Single Person Discounts for Council Tax. Like many other Councils in Scotland we elected to go down the route of using the credit reference agency Experian to examine our data and compare it with records to identify cases where there was doubt as to discount being correctly awarded. We believe that this was a more robust approach than that offered by the NFI process as there was considerably more data checks carried out.

Audit Scotland wrote to all Councils in September 2009 formally requesting 2008/09 Council Tax and Electoral Roll data. We have since supplied Council Tax data and as yet await output from the NFI data comparison exercise. With regard to Electoral Roll data we have elected not to supply this as it is our contention that the roll is supplied by to us by the Electoral Registration Officer is for a specific purpose under the Representation of the People Act and therefore it is not available for us to supply the NFI process for this other purpose of data comparison.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. *Financial Details*

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

Yes

5.3. Finance have been consulted and have agreed the financial implications as set out in the report.

Yes

5.4. *Staffing*

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 double click on the check box)

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

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Key Actions going forward - action plan response from Annual Audit Report 2008/09 prepared by Grant Thornton

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

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Angela Leitch	Chief Executive	Angela Leitch (signed)

Clackmannanshire Council

Report on the 2008-09 Audit

Key Recommendations

A Action plan

	Key Recommendation	Management Response	Officer Responsible	Implementation Date
Financial Statements				
1	Develop a sustainable medium term financial strategy, aligned to corporate priorities, that delivers a balanced budget and restores unearmarked reserves to their target level as soon as practicable	This has been implemented	Finance Manager	31st December 2009
2	Improve financial control arrangements for fixed assets and ensure reconciliations between subsidiary financial systems and the ledger are undertaken regularly	All reconciliations will be undertaken as part of year-end processes	Finance Manager	30th June 2010
3	Review and develop budgetary control and financial reporting arrangements to ensure greater accuracy in budget monitoring reports	Monthly monitoring reporting to CMT has been in operation since May 2009. Format of reporting is being reviewed in consultation with	Finance Manager	30th September 2010

	Key Recommendation	Management Response	Officer Responsible	Implementation Date
		Members		
4	Review the business plans and commercial viability of the Council's joint venture companies	Agreed An exit strategy will be formulated	Finance Manager Director of Services to Communities	31st December 2010 31st March 2011
5	Formalise agreements on single status and equal pay issues with employees as a matter of urgency.	Single Status Agreement implemented on 29 March 2010 including revised terms and conditions and new pay & grading structure. Equal pay compensation cases ongoing with circa 170 currently at Tribunal. Progress is being made towards compromise settlements being concluded during the summer.	HR Manager	31st March 2010
6	Continue to prepare for the implementation of International Financial Reporting Standards	Draft Opening balance at 1st April 2009 completed. Working through agreed action plan for implementation	Finance Manager	30th June 2011
Governance				
1	Review the effectiveness of	A preliminary self	Head of Strategy &	March 2011

	Key Recommendation	Management Response	Officer Responsible	Implementation Date
	overall governance arrangements against the core principles of good governance identified by CIPFA/SOLACE Delivering Good Governance in Local Government Framework	evaluation has been undertaken and this will be repeated to bring it up to date with recent developments in governance.	Customer Services	
2	Review the role of the Scrutiny Committee and develop a consensus on how best the Committee should discharge its functions across all elements of scrutiny, including effectiveness of policy implementation	Review will be submitted to September meeting of Scrutiny Committee as per approved timetable	Chief Executive	30th September 2010
3	Develop an appropriate assurance framework to support the inclusion of a Statement on Internal Control in the council's annual accounts	The Council is working towards an Annual Governance Statement	Finance Manager	31st March 2011
4	Undertake a corporate review of the role of internal audit within the Council and consider how best to deliver high quality internal audit services	Agreed	Finance Manager	31st March 2011

	Key Recommendation	Management Response	Officer Responsible	Implementation Date
5	The Council should consider its approach to participating in the National Fraud Initiative, in particular it should review its decision not to include electoral role and council tax information in the data matching exercise.	The Council did provide Council tax information to Audit Scotland. Electoral Role information was not provided based on legal advice	Finance Manager	Completed
Performance				
1	Take action to ensure all recommendations made by Audit Scotland following the Best Value audit 2007 are being fully addressed	Agreed	Head of Strategy & Customer Services	March 2010
2	Review SOA performance monitoring and reporting arrangements with Clackmannanshire Alliance partners to gain assurance on the achievements of SOA targets that are not controlled by the Council	An annual partnership event has now been established to review achievements against SOA. The first of these took place in 2009	Head of Strategy & Customer Services	November 2009
3	Take action to ensure service planning, risk management and performance management arrangements are applied consistently across all services and develop clear plans for	New procedures for business planning have been implemented. These now incorporate risk management and performance management within the business plans	Head of Strategy & Customer Services	March 2010

	Key Recommendation	Management Response	Officer Responsible	Implementation Date
4	<p>addressing all of the issues emerging from the current performance review process.</p> <p>Take action to systematically address all of the issues raised by Audit Scotland in their national report on asset management in local government</p>	<p>which are reported to Scrutiny</p> <p>The main action was to produce an Corporate Asset Management Plan for all of the 6 asset classifications and implement the findings. Property already had completed this task at the time of the Audit in 2008 with a Property Asset Management Plan covering the period 2005 to 2010 and has since prepared a new Property Asset Management Plan incorporating the recommendations of the 2008 audit and covering the period 2010 to 2015. This is expected to be considered by Council in Aug 2010 and action to implement the proposals will follow if it is approved.</p> <p>Develop Corporate Asset Management Plan</p>	<p>Head of Facilities Management</p> <p>Director of Finance and Corporate Services</p>	<p>31st August 2010</p> <p>31st March 2011</p>

	Key Recommendation	Management Response	Officer Responsible	Implementation Date
5	Improve performance reporting across all aspects of procurement and provide regular progress reports relating to the implementation of the Procurement Strategy	Agreed	Finance Manager	31st December 2010
6	Prepare effectively for the implementation of new Best Value 2 scrutiny arrangements. In particular, ensure risk and performance management arrangements are output, outcome and impact focussed.	As per 3 above. In addition, business plan format includes explicit reference to outcomes of corporate plan and SOA	Head of Strategy & Customer Services	March 2010



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CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 24 June, 2010

Subject: Benkert Fire, Alva - Incident Review

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. The requirement to report on major incidents which invoke our emergency planning response was identified in an internal audit report of the Emergency Planning function in 2009.
- 1.2. The purpose of this report is to summarise for the Committee various recommendations arising from a review of the management of the major incident at Benkert UK, Alva, in November, 2009, and to advise of steps which have been taken to implement these.

2.0 Recommendations

- 2.1. It is recommended that Committee notes this report and the progress made in improving procedures for dealing with major incidents.

3.0 Considerations

- 3.1 A major fire broke out at the Benkert UK Ltd in the Alva industrial estate on Tuesday, 10 November 2010. The incident lasted until Friday, 13 November, 2009, when the premises were returned into the control of Benkert UK Ltd, at which point the recovery phase commenced.
- 3.2 A review was undertaken within the Council of the management of the incident. This review considered a number of aspects of the incident as follows:
 - activation process
 - response
 - on-site
 - incident management
 - rest centre
 - evacuation
 - communication
 - media relations
- 3.3 The findings of the review were that, overall, the Council responded well to the incident in support of the emergency services and in providing an effective

service both to the other responders and to the local community which was affected.

- 3.4 A small number of recommendations for action emerged from the review of the incident; these are summarised below along with a comment on their implementation to date:

Recommendation	Implementation Status
Deployment of an electronic incident management system	Completed
Installation of a discrete number for use as and when room 36 is used as the Incident Management Unit	Completed
Put in place arrangements to ensure access to Emergency Planning Unit resources when Emergency Planning Officer not available.	Completed
Undertake additional training for Council Liaison Officers on roles and responsibilities at Major Incidents (different from usual emergencies).	Training in May 2010. Will be an on-going element of future in-house training.
Have available Council hand-held radios at all satellite resources responding to the incident and deploy GPRS laptops/tablets to all satellite resources to give access to AIMS (incident management software package) enabling rapid dissemination of all information relating to the incident	Recommendations adopted and included in Major Incident Operational Plan updates
Evacuation plans to be developed for towns and villages.	Being taken forward at Forth Valley level via the Strategic Co-ordinating Group; a multi-agency working group is developing suitable procedures
A suitable vehicle or accommodation is made available for use at the scene as an incident wagon for the Council.	Under consideration
Ensure there is assistance for the CO-ordinator at the scene in relation to administration and communications.	Included in MIOPs update and discussions with Business Support Manager in hand
Major Incident Operational Plans to be amended and updated to reflect lessons learnt from this incident.	Completed

4.0 Sustainability Implications

4.1 None

5.0 Resource Implications

5.1 Financial Details

There are no financial implications as a direct result of this paper.

5.2 Staffing

There are no staffing implications as a direct result of this paper

6.0 Exempt Reports

6.1 Is this report exempt? No

7.0 Declarations

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

(1) **Our Priorities 2008 - 2011** (Please double click on the check box)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	✓
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)**

The report identifies various areas within the Major Incident Operational Procedures which need refining in light of the experiences of the Council's response to the fire in support of the Emergency Services. These have all been implemented.

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

- None

11.0 Background Papers

- Benkert Lessons Learned Report

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Head of Strategy & Customer Services	
Angela Leitch	Chief Executive	

Report to Scrutiny Committee

Date of Meeting: 24 June 2010

Subject: Quality Report of the Management Review 2010 for Ludgate Resource Centre and Menstrie House

Report by: Head of Social Policy

1.0 Purpose

- 1.1. To provide the Committee with a report that contains a review of the Quality Management Systems in operation in both Ludgate Resource Centre and Menstrie House Care Home for Older People. This is a requirement of the ISO 9001:2008 standard maintained in both of these provider services.

2.0 Recommendations

- 2.1. The Committee is required to note the achievements and actions for continuous improvement for Ludgate Resource Centre and Menstrie House.

3.0 Considerations

- 3.1. For any organisation to operate efficiently, it has to be committed to ensuring quality standards and have a system for delivering a quality service that is measurable. Ludgate Resource Centre and Menstrie House have together achieved and maintained ISO 9001:2008 accreditation for some 10 years and a vital aspect of this is the regular review of all systems operated within the service to ensure continuous improvement.
- 3.2. The Annual Quality report is produced in consultation with service users, their carers and professional colleagues in order to review the achievements of the service and produce an action plan for future service delivery objectives. Recommendations raised in Care Commission inspections have also been included in this report to ensure their incorporation into the quality system. This is a key process in meeting the ISO 9001:2008 Standards. The Quality Report of the Management Review 2010: Ludgate Resource Centre and Menstrie House (*listed as background papers - appendices 1 - 8*) is available in the Group Room and is available on the member's portal for members information.
- 3.3. The key consideration is the continuous improvement in service delivery when service users are actively consulted in the development of needs led services.

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities 2008 - 2011** (Please double click on the check box)

- | | |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input 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 checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced | <input type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input checked="" 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 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

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

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

Appendix 1 - Quality Report of the Management Review 2010 for Ludgate Resource Centre and Menstrie House

Appendix 2 - Service User 2010 Questionnaire for Menstrie House

Appendix 3 - Relative/Carer 2010 Questionnaire for Menstrie House

Appendix 4 - Menstrie Staff Questionnaire 2010

Appendix 5 - Service User 2010 Questionnaire for Ludgate Daycare

Appendix 6 - Relative/Carer 2010 Questionnaire for Ludgate Respite Service

Appendix 7 - Ludgate Staff Questionnaire 2010

Appendix 8 - Stakeholder 2010 Questionnaire for Ludgate House and Menstrie House

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Deirdre Cilliers	Head of Social Policy	Deirdre Cilliers (signed)
Angela Leitch	Chief Executive	Angela Leitch (signed)

Report to Scrutiny Committee

Date: 24 June 2010

Subject: Statutory Complaints Annual Report - Social Services 2009-2010

Report by: Head of Social Policy

1.0 Purpose

- 1.1. This report and its appendix provides a detailed breakdown on the number and type of formal complaints received, investigated and resolved by the Statutory Complaints Officer in Social Services. This information is reported to Scrutiny on an annual basis.
- 1.2. Of the 3 formal complaints received from 1 April 2009 to 31 March 2010, none were resolved within the required timescale. Two complaints that were outwith the timescales were due to several meetings being held between the investigation officer and the complainants to resolve the issues. The third complaint is ongoing.

2.0 Recommendations

- 2.1 It is recommended that Committee note the contents of the report.

3.0 Considerations

- 3.1. Social Work Services are required by statute to have a formal complaints system in operation. This is in addition to any informal comments and complaints systems.
- 3.2. Clackmannanshire Council Social Services meets this requirement by having an officer whose role is to investigate these complaints at "arms length" from the service delivery. The Complaints Officer reports directly to the Chief Social Work Officer.
- 3.3. The Complaints Officer also undertakes at the discretion of the Head of Social Policy investigations into practice issues in respect of members of staff. During the period 1 April 2009 to 31 March 2010 the Complaints Officer has investigated such cases, some of which are still ongoing.
- 3.4. The independent Complaints Review Committee met for the first time last year. The findings of the Committee resulted in a formal letter of apology being sent to the complainant. The outcome of the Complaints Review Committee was also noted within a report to Council "Social Work Complaints Review Committee" held in January 2010.
- 3.5. In compliance with the Race Relations Act 1976 / Race Relations (Amendment) Act 2000 the 10 complaints received by Social Services in 2008-09 can be broken down into the following ethnic origin categories:

Ethnic Origin	Number
White European	3
Afro-Caribbean	
Asian	
Other	

3.6 Trend information: a breakdown of complaints over the last five years is attached in appendix 2.

3.7 Of the 2 complaints completed 1 was not upheld and 1 was partially upheld but the issues giving rise to the complaints were still resolved to the satisfaction of the complainant.

4.0 Sustainability Implications

4.1. None.

5.0 Resource Implications

5.1 Financial Details

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

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

5.4 Staffing

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

(2) Council Policies (Please detail)

8.0 Equalities Impact

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

Yes No

9.0 Legality

9.1 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: Breakdown of complaints received 2009-10

Appendix 2: Breakdown of complaints over the last 4 years

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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COMPLAINTS FOR SOCIAL SERVICES 2009-2010

APPENDIX 1

Name	Service	Nature of Complaint	Completed in time frame	Upheld/Not upheld	Resolved	How Resolved
Mrs G	Adult Care	Quality of Service and Service Provision	Ongoing		Ongoing	Continue with support and rev client needs
Mrs B	Child care	Quality of Service	No	Partially upheld	Yes	Records check family kept informed and formal risk assessment undertaken
Mrs F	Adult Care	Service Decision	No	Not upheld	Yes	Review assessment will be undertaken.

BREAKDOWN OF COMPLAINTS OVER LAST FOUR YEARS

APPENDIX 2

Year	Classification	Sub-Class	Number of complaints	Total Per Year	Within/Outwith timescale
2008/09	Quality of Service	Poor Standard of Service	4	10	4 within
	Policy Decision	Disagreement with service decision	3		2 within 1 outwith
	Employee	Attitude	3		3 within
2007/08	Quality of Service	Poor standard of service	3	6	2 within 1 outwith
	Employee	Attitude	2		2 within
	Policy Decision	Disagreement with service decision	1		1 within
2006/07	Quality of Service	Poor standard of service	4	10	Yes
	Quality of Service	Timeliness of Action	1		Yes
	Quality of Service	Communication Issue	1		Yes
	Employee	Attitude	4		Yes
2005/06	Quality of Service	Poor Standard of Service	2	7	Yes
	Quality of Service	Poor Standard of Service	2		No
	Quality of Service	Communication Issue	1		Yes
	Employee	Knowledge of Subject	1		No
2004/05	Employee	Attitude	1	2	Yes
	Quality of Service	Poor Standard of Service	1		Yes
	Quality of Service	Poor Standard of Service	1		No

