



**Clackmannanshire
Council**

www.clacksweb.org.uk

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

SCRUTINY COMMITTEE

TUESDAY 27 SEPTEMBER 2011

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.

Contact Finance and Corporate Services, Clackmannanshire Council, Greenfield, Alloa, FK10 2AD
Tel 01259 452106 Fax 01259 452230 Email customerservice@clacks.gov.uk www.clacksweb.org.uk

Date	Time
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Scheme of Delegation: Duties and Responsibilities Delegated to Committees

The Scrutiny Committee Role

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

- (1) Monitoring the performance of services against agreed standards, targets and budgets.
- (2) In accordance with Following the Public Pound, monitoring the performance of arms-length and external organisations that receive funds from the Council to provide important services to the public, or to provide social benefits.
- (3) Promoting internal control by the systematic appraisal of the Council's risk management processes.
- (4) Initiating or undertaking reviews as approved by the Council.
- (5) Receiving periodic reports which review the position against the standards and targets set out in documents such as the Corporate Plan and the annual budget.
- (6) Receiving the following reports and accompanying analysis:
 - draft annual public performance reports prior to their publication.
 - external audit reports and action plans resulting from such
 - internal audit update reports and action plans resulting from such
 - balanced scorecards (key performance indicator reports)
 - performance indicators submitted annually to Audit Scotland
 - summary reports of all comments and complaints, and
 - internal audit results of investigations
- (7) Considering and monitoring the operational and strategic internal audit plans and reviewing internal audit performance.
- (8) Monitoring and reviewing actions taken on internal and external audit recommendations.
- (9) Monitoring progress on service inspection action plans
- (10) Agreeing an annual scrutiny plan (approved by the Council) that includes service and policy review proposals being:-
 - items or issues identified by the Scrutiny Committee
 - items referred to the Scrutiny Committee by the Administration and/or Opposition
 - items referred by the Council directly to the Scrutiny Committee
 - items referred to the Scrutiny Committee from other stakeholders such as partner agencies.
- (11) Reports on review will be submitted to the Scrutiny Committee who may refer them to the Council for further consideration.

16 September 2011

A RE-CONVENED MEETING of the SCRUTINY COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on TUESDAY 27 SEPTEMBER 2011 at 9.30 am.

NIKKI BRIDLE
Director of Finance and Corporate Services

B U S I N E S S

	Page No
1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Minute of meeting held on Thursday 23 June 2011	01
4. Scrutiny Committee Action Plan	07
5. External Audit: Interim Audit Report 2010/11 - report by the Director of Finance and Corporate Services	09
6. Review of Single Outcome Agreement 2010/11 - report by the Head of Strategy and Customer Services	35
7. Council Housing: Winter Maintenance & Malicious Damage - report by the Head of Community and Regulatory Services	77

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Papers for this re-convened meeting, which was originally scheduled for Thursday 8 September 2011, were issued on 31 August 2011. The meeting on 8 September was declared to be inquorate with no business having been transacted and adjourned until 27 September 2011. If any member requires a fresh set of papers please contact Finance and Corporate Services (details below). Papers are also available online at www.clacksweb.org.uk

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SCRUTINY COMMITTEE MEMBERS

Councillors

Councillor Donald Balsillie (Convener)

Councillor Gary Womersley (Vice Convener)

Councillor John S Biggam

Councillor Alastair Campbell

Councillor Mark English

Councillor Harry McLaren

Provost Derek Stewart

Vacancy

Wards

2 Clackmannanshire North SNP

3 Clackmannanshire Central SNP

2 Clackmannanshire North SLD

5 Clackmannanshire East CON

4 Clackmannanshire South SNP

5 Clackmannanshire East LAB

3 Clackmannanshire Central LAB



**Clackmannanshire
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**MINUTE OF MEETING of the SCRUTINY COMMITTEE held within the Council Chamber,
Greenfield, Alloa, on THURSDAY 23 JUNE 2011 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
Provost Derek Stewart

IN ATTENDANCE

Nikki Bridle, Director of Finance and Corporate Services
Garry Dallas, Director of Services to Communities
Deirdre Cilliers, Head of Social Services, Clackmannanshire and Stirling
Stephen Crawford, Head of Facilities Management
John Gillespie, Head of Community and Regulatory Services
Elaine McPherson, Head of Strategy and Customer Services
Stuart Crickmar, Strategy and Performance Manager
Barry Dickson, IT Services Manager
Lisa Simpson, Governance Manager (Clerk to the Committee)
Yvonne Wright, Service Manager, Pupil Support
Judith Richardson, Business Improvement Officer
Grace Scanlin, External Auditor, Grant Thornton UK LLP (Item 4)

SC(11)11 APOLOGIES

None.

SC(11)12 DECLARATIONS OF INTEREST

None.

SC(11)13 MINUTE OF MEETING HELD ON 19 MAY 2011

A minute of the Scrutiny Committee Meeting held on 19 May 2011 was submitted for approval by the Committee.

Moved by Provost Derek Stewart. Seconded by Councillor John Biggam.

The minute of the meeting held on 19 May 2011 was agreed as a correct record and signed by the Convener.

SC(11)14 EXTERNAL AUDIT: AUDIT APPROACH MEMORANDUM

The external audit memorandum set out the planned audit activity during 2011/12 in respect of the financial year 2010/11.

Motion

That the Committee discuss and note the external audit plan for financial year 2010/11.

Moved by Councillor Donald Balsillie. Seconded by Councillor Gary Womersley.

Decision

The Committee unanimously agreed to note the external audit plan for financial year 2010/11.

SC(11)15 INFORMATION SECURITY AUDIT ACTIONS UPDATE

Following the consideration of Internal Audit's review of Information Security, the Scrutiny Committee requested an update report on the recommended improvements. The report updated the Scrutiny committee on the progress made on implementing the recommendations.

Motion

That the Committee reviews, comments and challenges the improvements implemented in respect of corporate information security as appropriate.

Moved by Councillor Donald Balsillie. Seconded by Councillor John Biggam.

Decision

The Committee unanimously agreed to note the improvements implemented in respect of corporate information security.

SC(11)16 CLACKS IMPROVEMENT MODEL: END OF YEAR PROGRESS REPORT

The report provided an update of progress with the rollout of the Clacks Improvement Model, which is a central component of the Council's change programme, Growing in Excellence.

Motion

That the Committee review the report and comment and challenge as appropriate.

Moved by Councillor Donald Balsillie. Seconded by Councillor Alastair Campbell.

Decision

The Committee unanimously agreed to note the update of progress with the rollout of the Clacks Improvement Model.

SC(11)17 BEST VALUE 2 (BV2)

The report brought the Scrutiny Committee up to date with developments in the Best Value Audit regime, and provided information on arrangements in place to ensure positive outcomes for the Council.

Motion

That the Committee review the report and comment and challenge as appropriate.

Moved by Councillor Donald Balsillie. Seconded by Councillor Gary Womersley.

Decision

The Committee unanimously agreed to note the developments in the Best Value audit regime and the arrangements in place to ensure positive outcomes for the Council.

SC(11)18 2010/11 END OF YEAR RISK MANAGEMENT PROGRESS REPORT

The report provided the Scrutiny Committee with an update on significant risks facing the Council, together with actions being taken to mitigate their potential impact, or the likelihood of them occurring.

Motion

That the Committee review the report and comment and challenge as appropriate; and provide feedback on the format of the report produced from the Covalent Performance Management System.

Moved by Councillor Donald Balsillie. Seconded by Councillor Harry McLaren.

Amendment

To add:

That the delivery of Curriculum for Excellence (CfE) and Getting It Right For Every Child (GIRFEC) remains on the risk register and is included in future reports to the Scrutiny Committee.

Moved by Councillor Donald Balsillie. Seconded by Councillor Harry McLaren.

Voting

The voting on the **amendment** was as follows:

For amendment	- 4 votes
Against amendment	- 3 votes
Not voting	- 0 abstentions

The amendment was carried by 4 votes to 3.

Decision

The Committee agreed:

- To note the update on significant risks facing the Council, together with actions being taken to mitigate their potential impact or the likelihood of them occurring; and
- That the delivery of Curriculum for Excellence (CfE) and Getting It Right For Every Child (GIRFEC) remains on the risk register and is included in future reports to the Scrutiny Committee.

Action

Director of Finance and Corporate Services

SC(11)19 2010/11 END OF YEAR KEY PERFORMANCE INDICATORS PROGRESS REPORT

The report provided the Scrutiny Committee with an update of the Corporate and Service Management Key Performance Indicators, incorporating performance from 1st April 2010 to 31st March 2011. Some of the indicators could not be reported at this time due to requiring verification from external sources, or where cases remain open after the end of the financial year. Education performance indicators relate to 2009/10 as we are still within the 2010/11 academic year.

The Strategy and Performance Manager advised of a correction to two of the indicators:

Visits to indoor sports facilities has increased in 2010/11 to 7,729; and
Visits to swimming pools has increased in 2010/11 to 3,073

Therefore performance on both indicators has improved since last year and is meeting or exceeding the target.

Motion

That the Committee review the report and comment and challenge as appropriate; and provide feedback on the format of the report produced from the Covalent Performance Management System.

Moved by Councillor Donald Balsillie. Seconded by Provost Derek Stewart.

Decision

The Committee agreed to note the update on the Corporate and Service Management Key Performance Indicators.

SC(11)20 SCRUTINY COMMITTEE ACTION PLAN

A list of ongoing actions from previous Scrutiny Committee meetings was submitted for information.

Motion

That the Committee notes the information set out in the action plan.

Moved by Councillor Donald Balsillie. Seconded by Councillor John Biggam.

Decision

The Committee agreed unanimously to note the information set out in the action plan.

The Convener re-ordered the Agenda to take Item 12 prior to Item 11.

SC(11)21 SCRUTINY COMMITTEE SELF ASSESSMENT

The purpose of the report was to summarise the key findings arising from the recently completed Scrutiny Committee self assessment process. The report also set out the proposed improvement plan for the issues raised by the review.

Motion

That the Committee:

1. Approves the key findings and improvement plan arising from the review;
2. Approves the indicative timescales set out in the improvement plan;
3. Agrees to present the action plan to the next Council meeting on 30 June 2011; and
4. Discusses and agrees the format of the presentation and improvement plan for Council.

Moved by Councillor Donald Balsillie. Seconded by Councillor Gary Womersley.

Decision

The Committee agreed unanimously to

1. Approve the key findings and improvement plan arising from the review;
2. Approve the indicative timescales set out in the improvement plan;
3. To present the action plan to the next Council meeting on 30 June 2011; and
4. Agree the format of the presentation and improvement plan for Council.

Action

Director of Finance and Corporate Services

SC(11)22 SCRUTINY COMMITTEE FORWARD PLAN

The report presented the Scrutiny Committee Forward Plan for 2011/12. The report supplemented the interim report presented to Council on 10th March 2011.

Motion

That the Committee:

- approves the Scrutiny Committee Forward Plan for 2011/12 as set out in Appendix A of the report;
- notes the "watching" brief subjects highlighted by the Scrutiny Committee; and
- endorses the planning process improvements adopted by the Scrutiny Committee in preparing the 2011/12 Forward Plan

Moved by Councillor Donald Balsillie. Seconded by Councillor Harry McLaren.

Decision

The Committee agreed to:

- approve the Scrutiny Committee Forward Plan for 2011/12 as set out in Appendix A of the report;
- note the "watching" brief subjects highlighted by the Scrutiny Committee; and
- endorse the planning process improvements adopted by the Scrutiny Committee in preparing the 2011/12 Forward Plan

Action

Director of Finance and Corporate Services

SC(11)23 QUALITY REPORT OF THE MANAGEMENT REVIEW 2011 FOR LUDGATE HOUSE RESOURCE CENTRE AND MENSTRIE HOUSE CARE HOME

The purpose of the Quality Management Review for Ludgate House Resource Centre and Menstrie House is to meet the requirements BS EN ISO 9001:2008 accreditation , and to set actions for the continuous improvement of these services for the year ahead.

Motion

That the Committee note the achievements and actions for continuous improvement for these services.

Moved by Councillor Donald Balsillie. Seconded by Councillor John Biggam.

Decision

The Committee unanimously agreed to note the achievements and actions for continuous improvement for these services.

ENDS: 12.40 pm

Ongoing Actions from Scrutiny Committee

Between Review Dates: 01/01/10 And 31/12/11

**THIS PAPER RELATES TO
ITEM 4
ON THE AGENDA**

Service with Overall Responsibility: Finance and Corporate Services

	Subject	Recommendation	Action required	Progress	
Source Date: 21/10/2010 Review Date: 30/04/2011 Requested by <input type="checkbox"/> Councillor Councillor Name:	SID: 2264 REVIEW OF SINGLE OUTCOME AGREEMENT 2009-10	To consider the role of economic development in discussion with the Alliance	Consider any council activity which may be required in relation to achieving outcomes.	Head of Strategy and Customer Services to convene meeting with Clacks Alliance to discuss economic development issues.	Member of Staff with overall responsibility: Nikki Bridle To be actioned by: Elaine McPherson Service: Finance and Corporate Services
Source Date: 21/10/2010 Review Date: 30/10/2011 Requested by <input type="checkbox"/> Councillor Councillor Name:	SID: 2264 REVIEW OF SINGLE OUTCOME AGREEMENT 2009-10	Recommendation from the Scrutiny Committee of 02/12/10 that Council considers a policy on how individual or groups of communities can develop community plans that link to the community planning process or the Local Development Plan.	Within 12 months, Council to consider a policy on how individual or groups of communities can develop community plans that link to the community planning process or the Local Development Plan.	Head of Strategy and Customer Services to provide report on how groups / communities engage in community planning process for September meeting.	Member of Staff with overall responsibility: Nikki Bridle To be actioned by: Elaine McPherson Service: Finance and Corporate Services
Source Date: 24/02/2011 Review Date: 31/12/2011 Requested by <input type="checkbox"/> Councillor Councillor Name:	SID: 2275 INTERNAL AUDIT UPDATE	Discussion on options for Internal Audit to be continued to the Scrutiny Committee Focus Group on 24 February 2011; Revenues and Payments Manager and the Director of Finance and Corporate Services to attend.	Issue for Focus Group on 24/02/11.	Update report re options appraisal to be prepared for September 2011 - update to be provided to Focus Group.	Member of Staff with overall responsibility: Nikki Bridle To be actioned by: Susan MacKay Service: Finance and Corporate Services

Service with Overall Responsibility: Services to Communities

	Subject	Recommendation	Action required	Progress	
Source Date: 02/12/2010	SID: 2266 2010-11 HALF YEAR RISK MANAGEMENT PROGRESS REPORT	The Committee agreed that officers will review how the risks associated with climate change are reflected in the risk register.	Within 12 months, Services to Communities and Finance and Corporate Services to review.	Report re risks associated with climate change to be submitted in November 2011. Agreed Stuart Crickmar to provide information for Finance & Corporate Services.	Member of Staff with overall responsibility: Garry Dallas
Review Date: 31/12/2011					To be actioned by: John Gillespie
Requested by <input type="checkbox"/> Councillor					Service: Community and Regulatory Services
Councillor Name:					

Report to Scrutiny Committee

Date of Meeting: 8 September 2011

Subject: External Audit: Interim Audit Report 2010/11

Report by: Director of Finance & Corporate Services

1.0 Purpose

- 1.1 This report brings to members the Interim Audit Report produced by our external auditors Grant Thornton in respect of the areas of work covered by them in relation to the 2010/11 financial year.

2.0 Recommendations

It is recommended that the Committee.

- 2.1. Discusses and notes the recommendations contained in the report together with the management responses.

3.0 Considerations

- 3.1 Our External Auditors, Grant Thornton have produced this interim audit report in accordance with their planned activity relating to 2010/11 as outlined in their Audit Approach Memorandum considered by the Committee in June 2011. The report largely covers Core Financial Systems and Governance.
- 3.2 A total of eleven recommendations have been made. Three cover Governance and are detailed in Appendix B to the report. The remaining eight relate to Financial Systems and are itemised in Appendix C. The Councils response to each of the recommendations are also included within those appendices.
- 3.3 Details on progress made in implementing agreed recommendation in previous years are itemised within Appendix D.

4.0 Conclusions

- 4.1 The Council's external auditors, Grant Thornton are in the final year of their appointment to Clackmannanshire Council and this report covers the work undertaken by them in respect of 2010/11.

5.0 Sustainability Implications

- 5.1 N/A

6.0 Resource Implications

- 6.1 *Financial Details* - there are no implications for the Council's budgets arising from this report
- 6.2 *Staffing* - there are no implications for the Council's establishment arising from this report

7.0 Exempt Reports

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

8.0 Declarations

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

- (1) **Our Priorities 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	<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)

N/A

9.0 Equalities Impact

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

10.0 Legality

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

11.0 Appendices

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

Council summary of expenditure

12.0 Background Papers

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



Yes ☒ (please list the documents below)

External Audit: Audit Approach Memorandum. Report to Scrutiny Committee, 23 June 2011

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Martin Dunsmore	Accountancy Manager	2041

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Director of Finance and Corporate Services	
Angela Leitch	Chief Executive	

Clackmannanshire Council

Interim Audit Report 2010/11

1. Executive Summary

Introduction

As part of our interim audit we have reviewed the effectiveness of the Council's core financial systems and governance arrangements and followed up the Council's progress in implementing recommendations agreed in prior year audit reports.

Key Findings

Financial Systems and Internal Controls

We audited the design and implementation of internal systems of financial control for the areas we consider to be at higher risk of material misstatement in the financial statements. We found that one of the key controls within employee remuneration was not operating effectively and, as a result we are unable to rely upon controls in this area. Additional substantive testing will be undertaken in this area during the final audit. Only a small number of weaknesses were identified within other cycles and tested controls generally worked well.

Governance Arrangements

The Council is making significant progress with its innovative shared service arrangement for the delivery of education and social work services. There are risks inherent with such a significant organisational change, but the Programme Board has taken steps to develop and implement robust risk management arrangements to monitor and mitigate issues as they arise. We will continue to monitor the effectiveness of these processes during the audit.

The Council continues to improve overall governance arrangements. A Governance Manager has been appointed to develop and co-ordinate corporate governance arrangements. This role helps support the Council's move to develop an Assurance Framework in relation to internal controls across the organisation, and to take forward the governance improvement plan.

An improvement plan has also been developed following a thorough and honest review of the effectiveness and impact of the Scrutiny Committee.

During the visit we also assessed the current internal audit arrangements against the CIPFA code of best practice. Our review highlighted concerns around the independence and resourcing of internal audit. An option appraisal is underway to ensure that future internal audit arrangements meet the Council's requirements, particularly in relation to the skill mix and ability to support assurance requirements.

We also highlighted concerns with the current register of staff interest. We have recommended that the Council review arrangements for updating the register.

Performance

We have followed up the Council's progress against a number of Audit Scotland's national performance reports. During the review of **Improving Public Sector Purchasing**, we found that the Council's Procurement Team has made improvements within the year, particularly around the implementation of policies and procedures, and the adoption of an improvement plan.

Clackmannanshire is the highest performing Scottish council in relation to recycling municipal waste. We found that the service is responding to each of the recommendations within the **Strategic Waste Management** report. Plans to meet the challenging Scottish Government targets are monitored via the Council's Single Outcome Agreement.

1. Executive Summary (continued)

Follow up of prior year recommendations

Progress has been made in implementing agreed recommendations made in the prior year audit reports, in particular around improvements to budgeting and arrangements to develop a new fixed asset register. However, we continue to highlight weaknesses in the segregation of duties within the Finance Team. The Council has plans in place for service redesign and restructuring to address a number of these weaknesses.

We have recorded the outstanding prior year findings in the Action Plan at Appendix C.

Use of this report

This report has been prepared to advise you of any matters arising from our interim audit and should not be used for any other purpose or be given to third parties without our prior year written consent.

Our report is part of a continuing dialogue between the Council and ourselves and should not be relied upon to detect all errors, systems or control weaknesses or opportunities for improvements in management arrangements that might exist. The Council should assess the wider implications of our conclusions and recommendations before deciding whether to accept or implementing them, seeking your own specialist advice as appropriate.

We cannot accept responsibility in the event that any third party incurs claims, or liabilities, or sustains loss, or damage, as a result of their having relied on anything contained within this report.

The way forward

We have set out our findings and recommendations in the appendices to this report. We have agreed action to implement the recommendations made with the Director of Finance and Corporate Resources.

2. Financial Statements Audit

Introduction

This report is intended to provide additional detail regarding our audit approach, as set out in our Audit Approach Memorandum 2010-11, issued in January 2011, as well as an update on our response to key risks from the results of interim audit work carried out to date.

Our accounts audit approach

Auditing standards require that we evaluate the design effectiveness of internal controls over the financial reporting process to identify areas of weakness that could lead to material misstatement. We therefore focus our control review on the high risk areas of the financial statements.

The specific accounts assertion risks by cycle which we consider to present a 'reasonably possible' risk of material misstatement to the financial statements are detailed in Appendix A to this report.

We are also required to assess whether the controls have been implemented as intended. We do this through a combination of inquiry and observation procedures, and, where appropriate, systems walkthroughs. Our work cannot be relied upon necessarily to identify defalcations or other irregularities, or to include all possible improvements in internal control that a more extensive controls review exercise might identify.

Reliance on internal audit

We will work with the internal audit function to ensure our audit approach takes account of the risks identified and the work they have conducted, subject to our review of the effectiveness of the internal audit function.

Review of IT and outsourced systems

Our audit approach assumes that our clients use a computer system for accounting applications that process a large number of transactions. Accordingly, our approach requires a review of the Council's internal controls in the information technology (IT) environment.

We have involved Technology Risk Services (TRS) team members during the audit, as a result of the complexity of IT used in the significant transaction cycles and the control risk assessment.

Results of interim audit work

Introduction

As part of the interim audit, and in advance of our final accounts audit visit, we considered:

- internal audit's work on the Council's key financial systems
- a review of the Information Technology control environment
- a review of closedown procedures in preparation for the final accounts
- emerging accounting issues.

We have set out recommendations identified by our work in Appendix C to this report.

Core Financial Systems

All councils are required to establish and maintain effective arrangements for the proper governance of their affairs and stewardship of resources at their disposal. The implementation and maintenance of sound systems of internal control are essential elements of robust corporate governance arrangements within an organisation. As part of our interim audit, we reviewed the design and implementation of internal systems of financial control that we considered to be areas of the highest risk of material misstatement.

We planned to place reliance upon the controls operating in the following systems in order to reduce the substantive audit work required for the year end procedures:

- property plant and equipment
- council tax revenue
- employee remuneration
- operating expenses

However, during tests of controls present in the Employee Remuneration cycle, we found that a key control in relation to entering new employees onto the employee master file was not being implemented. We cannot therefore place reliance on payroll controls, and additional substantive procedures will therefore be performed. We have also identified a number of control design weaknesses within the cycles we reviewed. These have been reported within the action plan in Appendix C. Key concerns include:

- new employee forms being authorised by individuals who were not included in the Authorised Signatory Database.
- the Authorised Signatory Database is not up to date, and is not being monitored on regular basis.
- segregation of duty weaknesses in relation to creditor payments and payroll processing.

Information Technology Control Environment

We completed a high level review of the general Information Technology control environment as part of the overall review of the internal control system. We concluded that there were no material weaknesses within the IT arrangements that could adversely impact on our audit of the accounts. No new IT issues were identified during our review although we noted that a number of IT recommendations from the 2009-10 audit within Appendix D have yet to be implemented.

3. Governance

Introduction

Corporate governance is concerned with structures and processes for decision-making, accountability, control and behaviour at the upper levels of the organisation. The Council is responsible for putting in place arrangements for the conduct of its affairs, including compliance with applicable guidance, ensuring the legality of activities and transactions and monitoring the adequacy and effectiveness of these arrangements in practice.

Commensurate with the wider scope of a public sector audit, the Code gives the auditor a responsibility to review and, where appropriate, report findings on the Council's corporate governance arrangements as they relate to:

- the Council's review of its systems of internal control, including its reporting arrangements
- the prevention and detection of fraud and irregularity
- standards of conduct, and arrangements in relation to the prevention and detection of corruption
- the financial position of the Council.

During our planning we identified a number of audit risks in relation to Corporate Governance:

- Shared Services
- Scrutiny Committee arrangements
- Internal Audit Arrangements
- National Fraud Initiative

This section summarises our interim findings to date.

Shared Services

The Clackmannanshire and Stirling Councils Education and Social Work Shared Services continues to develop. The Councils have appointed the Heads of Joint Social Services and Joint Education Services. Their respective Councils each take a lead authority role for that service area.

The Chief Executives of the two Councils are jointly accountable for the services to a Joint Steering Group for the new arrangements. The Steering Group meets monthly and comprises of the Leaders of the two Councils along with Depute Leaders and the two main Opposition Leaders. They report separately to their Councils. Management meet monthly at a Joint Programme Board chaired jointly by the Chief Executives, with senior managers from both Councils and representation from the Trades Unions. The Councils have recently approved a joint Scheme of Delegation that legally gives the Heads the authority to direct services in both Councils.

The arrangements are innovative in Scotland, and therefore bring operational risks as organisational changes are implemented. The Steering Group is therefore taking steps to ensure that effective risk management arrangements are in place to mitigate the impact of change. We will continue to monitor the effectiveness of governance and risk management arrangements throughout the year.

Scrutiny Committee arrangements

The Scrutiny Committee is continuing to evaluate its role and remit as part of an over-arching review of its effectiveness and impact. An improvement plan has been developed which will clarify the role and remit of the Committee within the Council's overall governance arrangements, and improve the impact and forward planning of the Committee's programme of work.

This review complements the Council's self-assessment against the CIPFA Good Governance Framework, and forms a key part of the related governance improvement plan.

Internal Audit Arrangements

As part of our 2010-11 audit we reviewed the Internal Audit function within the Council against the CIPFA Code of Practice for Internal Audit in Local Government. Our review confirmed that there are a number of issues that will need to be addressed if the Internal Audit department is to operate effectively and in line with the Code of Practice.

Audit Independence

As a result of substantial restructuring within the Council, the Audit Manager has now been appointed as Revenue and Payments Manager within the Finance Team. The Council has contracted with Fife Council to oversee the day to day activities of the department, and to provide additional staff resource. However, in practice, the former Audit Manager continues to have a role in reviewing and approving final audit reports.

Resourcing

We have noted that internal audit resources available to internal audit have fallen during our appointment from 5.8 full time equivalent staff in 2006-07 to 4.8 full time equivalent staff under the current structure, including the vacant Audit Manager post, albeit supported by external partners. None of the employees within the current establishment hold a professional qualification. In addition, since February 2011, two of the internal audit members have been on long term sick leave.

These absences have had a significant impact on such a small team and the Council has therefore had to reprioritise the 2010-11 annual plan. This has reduced the level of reliance we have been able to place on the work of internal audit.

Plans for Improvement

An options appraisal on the internal audit service is underway to ensure that a long term strategy is in place to protect the independence of internal audit and ensure that sufficient resource and experience is available to fulfil the audit plan.

The review must consider the Council's developing internal audit requirements. The move to develop a Statement of Internal Control, and therefore an Assurance

Framework means that the core skills required by the Council's internal audit team may change to reflect the governance reviews necessary to provide sufficient assurance to the Scrutiny Committee and Senior Management Team.

National Fraud Initiative

The National Fraud Initiative (NFI) matches electronic data within and between audited bodies to prevent and detect fraud and is operated by the Audit Commission. The Council is currently involved in the 2009-11 NFI exercise. We noted in our Audit Approach Memorandum that the Council had successfully uploaded all of the relevant data to the Audit Commission.

During our interim audit we reviewed the progress the Council has made in the NFI date matching exercise and assessed the adequacy of the planning and monitoring techniques in place. The internal audit team are responsible for overseeing the process and have adequate planning and monitoring arrangements in place. The timetable for NFI appears realistic, and matches are investigated by the relevant departments. We also noted that the Senior Management team and Scrutiny Committee receive progress reports on NFI on a quarterly basis.

Overall we conclude that the initial planning of the NFI appears to be well progressed. We will continue to review the progress made by the Council throughout our 2010-11 audit.

Register of Interests and Related Party Transactions

The International Standard on Auditing (ISA) 550, recognises that the risks of misstatement are higher when related parties are involved. The recently updated standard requires us to explicitly consider related party relationships and transactions and form an understanding of controls relevant to related parties.

As part of our 2010-11 audit we reviewed the Council's staff register of interests. We noted that in a number of cases, council employees have interests which have not been declared in the register on the council's COIN system. We have therefore recommended that the council has arrangements in place to ensure that the Register is up to date and provides an accurate list of all interests within the Council.

See Appendix B for all Governance recommendations.

4. Performance

Introduction

In accordance with our Audit Approach Memorandum, we have followed up the Council's progress against a number of Audit Scotland's national performance reports. In this section we summarise our findings.

Improving Public Sector Purchasing

Audit Scotland's report **Improving public sector purchasing** was published in July 2009. The report examined the progress and impact of the Public Procurement Reform Programme, which was introduced in 2006. This programme aimed to make significant improvement in public sector purchasing practice and make substantial savings. The report found that the public sector in Scotland was improving its purchasing and making some savings, although there was uncertainty about how future savings would be made, measured and reported. More widely, the procurement reform programme had improved cross-sector working and helped purchasing activity on a number of levels – from promoting and developing purchasing skills and awareness to increasing the use of electronic purchasing. The scale of improvement however was difficult to quantify and there was wide variation across public bodies in the quality of purchasing data, practice and skill levels.

Overall, the report highlighted that there was potential for the public sector to buy goods and services more efficiently and deliver more significant savings through increased collaboration and better management.

The results of Scotland Excel's Procurement Capability Assessment show that the Council's performance has significantly improved over the last year, and the Council is now within the 'conformance' banding.

The Council's corporate approach to Procurement has been strengthened with the approval of the Procurement Strategy and Procurement Improvement Plan. The Procurement Manager has produced a corporate procurement healthcheck, which will be produced annually in the future.

Strategic Waste Management

In September 2007, Audit Scotland published a report on **Sustainable Waste Management**. Collecting household waste is a vital and universal council service. The aim of the study was to review the work of councils, SEPA and the Scottish Government in reducing the amount of waste being sent to landfill.

There has been significant progress in improving waste management over the past decade but meeting future European Union and Scottish Government targets for waste management over the next ten years will pose significant challenges for councils. Meeting these targets may require significant investment in new waste management facilities and changes in individuals' and communities' behaviours towards waste management. The aim of this follow up work is therefore to assess what steps Scottish Council have taken, or still need to take, to ensure that they will be able to meet future EU and Scottish Government targets.

Clackmannanshire Council is Scotland's top performer in Audit Scotland's recycling statutory performance indicators. Draft results for 2010-11 suggest that the Council has achieved 48.9% of municipal waste recycled, a further improvement from 2009-10 when at 46.7% it was the best in the country. Figure 1 highlights that the Council regularly exceeds both the Scottish average figures, and is on course to achieve the Scottish Government's 2013 target.

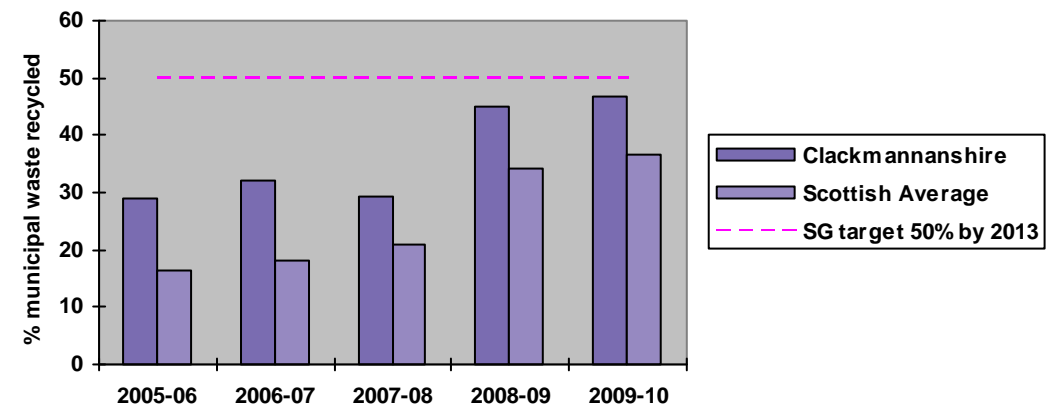
The Council continues to implement the Forth Valley Strategic Outline case for waste management, based on the best practical environmental option calculated at the time of the Forth Valley Area Waste Plan. A revised Waste Management Strategy is currently being developed in partnership with Stirling and Falkirk Councils, with the assistance of Zero Waste Scotland. This will allow the Council to respond to changes in regulation as required, such as the potential imposition of food waste collection.

The Council does not have the critical mass to make development of its own infrastructure desirable or necessary in a competitive market. As a result, the Council has made good use of partnership working, such as the joint investment in a shared waste transfer station and composting facility with Stirling Council. The service also issues joint tenders with Stirling and Falkirk Council to achieve procurement savings.

The Council continues to develop facilities within the existing local infrastructure for example, a 'Recycling Shed' has been opened at the recycling centre in Alloa to restrict site users from depositing residual waste; residual waste is now handed over and hand-sorted. This arrangement was developed following the service's waste analysis exercise, which suggested that over 30% of residual waste from the civic amenity site could be recovered in a cost effective manner. Early results have highlighted a 33% reduction in the level of residual waste going to landfill.

The Council has made extensive use of waste awareness materials, collection crew reporting and doorstep intervention to continue to improve recycling by the local public. This has included participation in a targeted intervention pathfinder project with Zero Waste Scotland to provide a robust methodology of the impact of awareness campaigns. To date councils have followed best practice from

Figure 1: Waste Management SPI Performance



Source: Audit Scotland, Statutory Performance Indicators

organisations such as SWAG, and impact has only been measured by monitoring overall trends. However, the Clacks 1000 survey results show that of the respondents who recycle, 91% say the most important reason is because it allows them to recycle at home, and it is easy to use (important to 90% of respondents). A minority say they are motivated by campaigns and adverts.

Each household is issued with advice on waste minimisation and the recycling system the council operates on an annual basis. This includes all dry recycle, garden waste, glass, textiles and now small WEEE (Waste Electrical and Electronic Equipment) collection. We have therefore concluded that the Council has arrangements in place to address each area of the Audit Scotland report, and no further recommendations were identified.

A. Accounts assertion risks by cycle

A reasonably possible risk is defined as being where:

- Numerous and often very precise controls should be established by management
- Substantive procedures would vary if controls were tested
- Inherent risk factors increase the likelihood of a material misstatement

Property, plant and equipment

Valuation - Gross

Risks

Property, plant and equipment activity not valid

Intended control reliance

Walkthroughs will be performed to verify that controls are implemented

Operating expenses

Completeness

Risks

Theft perpetrated through vendor payments

Creditors understated or not recorded in correct period.

Intended control reliance

Tests of controls will be performed to verify that controls operate effectively

Test of controls will be performed to verify that controls operate effectively

Employee remuneration

Existence/occurrence

Risks

Theft perpetrated through payment of fictitious employees

Intended control reliance

Tests of controls will be performed to verify that controls operate effectively

A. Accounts assertion risks by cycle (continued)

Council Tax	
Existence/Occurrence	
Risks	Intended control reliance
Recorded debtors not valid	Tests of controls will be performed to verify that controls operate effectively
Valuation - Net	
Risks	Intended control reliance
Allowance for doubtful accounts not adequate	Walkthroughs will be performed to verify that controls are implemented

B. Audit Issues - Governance

Number	Finding	Recommendation	Priority H/M/L	Council response	Implementation Due
Resister of Interests					
1	The councils register of interests is not up to date and complete. From our testing we have found a number of individuals who have interests that have not been declared.	We recommend that all council employees within a position of authority make annual declarations with regards to their interests, even if only to confirm that he/she has no interests. Furthermore it should be communicated to employees the importance of such a declaration.	High	A reminder has already been issued to staff via COIN and this is revisited regularly. An annual declaration will be required for the future.	
Internal Audit					
2	The Head of Internal Audit is not independent from the rest of the council as she has been appointed as the Revenues and Payments Manager.	<p>We are aware that the council is currently undertaking an options appraisal of the Internal Audit function. We would therefore recommended that as part of this the Council ensures that:</p> <ul style="list-style-type: none"> •The internal Audit team is independent from the rest of the organisation. •An Internal Audit plan for 2011/12 is developed. •The internal audit team includes adequately qualified staff with the relevant skill set to work within the department. 	High	These three points are incorporated within the Internal Audit Appraisal. The key objectives are to provide a high quality, professional, sustainable service which forms part of the Council's overall assurance framework.	June 2012
3	There is a risk that the internal audit team does not have adequate resources to meet the needs to the Council.	As above, the Council's internal audit options appraisal must ensure that the team have sufficient skills and experience to meet the requirements of an Assurance Framework.	High	As above	June 2012

C. Audit Issues - Financial Systems

Number	Finding	Recommendation	Priority H/M/L	Council response	Implementation due
Council Tax					
1.	Reconciliations between the council tax system and the general ledger are not performed on a regular basis.	Reconciliations between the general ledger and the council tax sub system should take place on a monthly basis.	Low	Agreed. This will be addressed.	December 2011
2	There are a number of small items amounting to around £20k which cannot be reconciled.	A review of reconciling items should be performed.	Low	Agreed. This will be addressed.	December 2011
Operating Expenses					
3	Purchase orders are not sent to the creditors department when the invoice is being approved for payment, instead a verification form signed by an Authorised Signatory is sent.	A copy of the signed purchase order should be submitted to the creditors department which can then be attached to the journals voucher and the invoice.	Medium	This is to be addressed through the POPLAR purchase ordering system which will automate and enforce the order and invoicing process.	April 2013
Employee remuneration					
4	As noted in the prior year, there is a lack of segregation of duties in the payroll department that increase the risk of fraudulent or erroneous transactions: payroll assistants make changes to temporary and permanent data and are also required to review deviance reports.	Management should review the responsibilities within the payroll department to identify areas for improving the segregation of duties. Having the payroll manager review work would be a viable option.	Medium	This is currently being undertaken by the Payroll Officers as part of the Revenues and Payments reconfiguration.	December 2011

Audit Issues - Financial Systems (continued)

Number	Finding	Recommendation	Priority H/M/L	Council response	Implementation due
5.	We noted that the Human Resources system does not allow staff to run exception reports. Further, it does not prevent staff from inputting invalid/duplicate information.	Management should review the Compel System which holds the employee master file and consider updating the current system.	Low	The Compel system is currently unsupported by the software supplier and it is expected that arrangements will be made to migrate to a new system. However, there are monthly reconciliations between the HR and payroll system that mitigate some of the risks.	N/a
6.	During our testing we found that we cannot rely on payroll controls. A number of new employee forms had been signed by individuals who were not authorised to do so per the Authorised Signatory Database, further Human Resources staff failed to check signatures to the database when entering the employee onto the master file.	We recommend that Human Resources staff ensure that new employee forms are signed by a member of the authorised signatory database.	High	Agreed. Both HR and Payroll staff will be given access to the Authorised Signatories Database to ensure only forms signed by authorised staff are processed.	December 2011
Authorised Signatory Database					
7.	The ASD has now been made available to staff electronically, however it does not include actual signatures.	We recommend that the internal audit department review the ASD to determine if an improved system that incorporates a copy of signatures would enhance the controls in place.	Medium	Will investigate the opportunity to include scanned signatures into the ASD.	March 2012
8.	The ASD is not up to date and included members of staff who had since left the council, and had not been updated to reflect new authorisers.	We recommend that the ASD is regularly reviewed and updated by all departments to ensure that the list of authorisers is correct.	Medium	A review of the ASD will be completed.	March 2012

D. Prior Year Issues Follow Up

Number	Finding	Recommendation	Council response	Implementation
Budget Setting				
1.	<p>Although the Council has improved an Integrated Planning and Performance Management Framework, our findings suggest that the Council Still relies on historical, incremental budgeting processes.</p> <p>There remains scope to better demonstrate how the Council's priorities shape the budget.</p>	The council should undertake a review of its budget setting arrangements to better demonstrate how corporate priorities are prioritised within the budget.	Review of budget setting arrangements currently on-going.	Implemented in full using budget challenge process.
Operating Expenses				
2.	There is a lack of segregation of duties within the creditors department as the staff who have access to change supplier details also post invoices and journals, make payments through the BACS system and perform bank reconciliations. This increases the risk of fraudulent or erroneous transactions not being detected.	Management should review the tasks assigned to key members of the creditors department to ensure duties are segregated where possible and that high level reviews are carried out in sufficient detail where complete segregation of duties is not possible.	Staff inputting data are not permitted to input/change supplier data. This is checked on a regular basis.	Partly implemented - we have continued to highlight segregation of duty risks within the creditors department.

Clackmannanshire Council Interim Audit Report for the year ended 31 March 2011

Number	Finding	Recommendation	Council response	Implementation
Journal Entries				
3.	Senior financial personnel have the ability to process journal entries and there are no formal procedures for reviewing journal entries.	<p>We are required to bring this finding to the attention of management as there is a lack of segregation of duties resulting in an increased risk of fraud.</p> <p>We recommend that the journal entry process and controls be reviewed by management to ensure the most effective and efficient internal controls are in place.</p>	<p>We believe the risk of fraud from this practice is low.</p> <p>However, processes and controls will be reviewed within the Finance Service as new management structure and responsibilities are finalise</p>	Not yet implemented.
Employee Remuneration				
4.	There is currently no reconciliation of employee data held by payroll to data held by the HR department. Performing such reconciliations mitigates the risk of incorrect employee data being held on the payroll system.	The Council should regularly (at least annually) reconcile data held on its payroll system to HR records to ensure consistency and accuracy.	This was undertaken for the implementation of the Single Status Agreement and will be reconciled for the change to monthly payments.	Implemented.
Treasury Management				
5.	Key Council staff involved in the handling of cash and the operation of bank accounts have not received any money laundering or fraud training.	The Council should provide training on money laundering and fraud to staff involved in cash handling operations to ensure compliance with money laundering legislation.	Training to be provided by fraud manager.	Not yet implemented.
6.	There are reconciled items on the creditors reconciliation dating back to 1996 that have not yet been cleared.	The Council should ensure that outstanding reconciled balances over one year old are investigated and written off.		Not implemented. This will require external consultancy support, as this is not a standard function within Strategix creditors system at present.

Clackmannanshire Council Interim Audit Report for the year ended 31 March 2011

Number	Finding	Recommendation	Council response	Implementation
Fixed Assets				
7.	The central fixed asset register is maintained on an Excel spread sheet which increases the opportunity of human error within the asset figures.	The Council should consider implementing a bespoke fixed asset register system to improve financial and management reporting arrangements for fixed assets.	Council is currently exploring bespoke systems with view to having completed procurement and implementation in time for next financial year	Implementation ongoing.
8.	The fixed asset register does not record assets on an individual basis which does not support asset tracking.	The Council should list assets on the fixed asset register individually.	Agreed - this will be addressed within new system	As above.
9.	There are no formal controls in place to regularly reconcile the fixed asset register to the independent IT & Property registers held by departments. This year, the fixed asset register was reconciled to the property register as part of the 1 April 2009 revaluation process and this resulted in several changes to the fixed asset register.	The Council should implement formal controls to regularly perform reconciliations between the central fixed asset register and the asset registers held by departments. Performing such reconciliations would increase the accuracy and reliability of the central fixed asset registers.	Agreed - this will be addressed within new system with clear linkages to other asset register information held by other services	As above.
Information Systems				
10.	We noted that the Council has a series of IT policies. However, members of staff do not formally confirm their understanding and acceptance of them apart from the Internet and E-mail use policy. There is a risk that the Council may not be able to hold individuals accountable for a misuse of IT resources.	The Council should implement a procedure whereby members of staff formally confirm their understanding and acceptance of the different IT policies. This acceptance could be recorded in electronic format.	Our policies are currently under review and being updated. Once this has been completed, these will be submitted to the IT Governance Group for approval. Once granted, these will be circulated to all staff for acceptance and this will be recorded electronically.	Not yet implemented - Council is seeking best practice guidance in this area.

Clackmannanshire Council Interim Audit Report for the year ended 31 March 2011

Number	Finding	Recommendation	Council response	Implementation
11.	<p>We noted that there is no standard form to request the creation of new user accounts in Strategix. In addition, we selected a sample of five new hires and noted that evidence of approval for the creation of the corresponding Strategix user account was not retained for two out of these five new employees.</p> <p>We also noted that the Strategix user account of a former member of staff was reallocated to one of these new starts. However, the description of the user account was not changed and it still indicates the name of the former member of staff.</p>	<p>The Council should consider implementing a standard access request form for Strategix. This form should detail the access rights that a new member of staff should be granted. Evidence of approval for any access request should be retained.</p> <p>Descriptions of user accounts in Strategix should indicate the name of the corresponding member of staff.</p>	Form will be drafted, approved and in use by 31st October 2010.	<p>Not yet implemented</p> <p>The new user request form had not been produced.</p>
12.	<p>We understand that a review of user accounts in the Strategix application is performed on an annual basis. However, we noted that no formal evidence is retained of this review.</p> <p>There is a risk that individuals may gain unauthorised access to finance data.</p>	<p>The Council should implement a formal process to perform a biannual review of user access rights in Strategix. Business managers should formally confirm that the level of access rights held by their staff is commensurate with their current job duties. Evidence of this review and any remedial action should be retained.</p>	The first biannual review will be completed by 31st October 2010. Business managers will be consulted as requested and this will be documented as will any actions required.	<p>Partially implemented</p> <p>A review of user access rights to the supplier master file in Strategix was performed in the current financial year. Observed email dated 28 January 2011 where some amendments in access rights to the supplier master file were detailed.</p> <p>However, there is no formal process to review access rights in Strategix for all users on a regular basis.</p>



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Report to Scrutiny Committee

Date of Meeting: 8 September, 2011

Subject: Review of Single Outcome Agreement 2010-11

Report by: Head of Strategy and Customer Services

1.0 Purpose

- 1.1. The purpose of this report is to present to the Committee the review of the Clackmannanshire Single Outcome Agreement (SOA) 2010-11.

2.0 Recommendations

- 2.1. It is recommended the Committee:
- a) notes progress which has been made by the partnership in meeting the target outcomes;
 - b) considers any Council activity which may be required in relation to achieving outcomes;
 - c) provides any comments for consideration by the Alliance.

3.0 Considerations

- 3.1 The targets set out in the Clackmannanshire Alliance's SOA have been reviewed against baseline positions to provide a sense of progress the partnership is making in achieving the outcomes it set out in 2008.
- 3.2 The SOA Review for last financial year is attached as an Appendix to this report and sets out for each of the nine priority outcomes data showing progress at the end of March 2011*.

(*Technical note: some comparative data is not available on an annual basis so cannot be included in the review.)

- 3.3. The review document is being considered by the Alliance at its meeting on 9th September and will also be formally reviewed by the statutory signatories of the SOA (i.e. Joint Police Board, Joint Fire Board, NHS Forth Valley Board.)
- 3.4. Generally speaking, positive progress has been made in relation to many targets and across all priority outcomes the direction of travel is positive on the majority of indicators.
- 3.5 Overall:

- 46 of the 82 indicators have improved over the reporting year
- 49 have met or exceeded targets
- a further 18 indicators targets are within tolerance levels, or have values which have not significantly changed enough over the reporting year to be statistically meaningful
- 8 indicators of the 82 have not met the SOA target (3 of these are in the priority outcome relating to substance misuse).

3.5 Of particular note are the following:

- the proportion of local residents who feel that Clackmannanshire has a strong sense of community has increased significantly
- despite the recession, performance in certain key economic indicators has improved significantly, with the proportion of working age people who are economically active in Clackmannanshire improving and now performing better than the Scottish average. Employment rates in Clackmannanshire have also shown improvements and not only exceed the Scottish average but show the 7th highest rate of employment across all Council areas
- significant improvements are shown in the proportion of working age people obtaining qualifications, which is now meeting the Scottish average, and the value of school leavers going into positive destinations has increased compared with figures for 2009/10 and is now better than the Scottish average. The number of pupils gaining 5+ level 3 standard grades has significantly improved over the reporting year and Clackmannanshire is now performing better than the Scottish average
- performance has improved regarding community satisfaction with how agencies are tackling crime and the fear of crime. In addition, a smaller proportion of residents say they are fearful about becoming a victim of crime. While incidence of crime in certain groups increased over the year, longer term trends are positive and first quarter 2011-12 figures suggest significant improvements
- the % of people describing their emotional and mental well-being as "very good" or "fairly good" has increased
- performance across environmental indicators has improved with the majority of indicators meeting and exceeding targets. Clackmannanshire continues to perform well above the Scottish average in terms of cleanliness, recycling and waste sent to landfill
- overall experience of public services, and satisfaction with how well public agencies are working together have significantly improved

3.6 Areas which merit further exploration given the dips in performance are:

- mortality rates from cancer have risen in Clacks while there has been a decrease in the Scottish average

- self-reporting of health has been mixed, with a small decrease in the number describing their overall health as "very good" or "fairly good"
- there has been an increase in both alcohol related road incidents and collisions
- Divergence between performance and public perceptions of performance in the delivery of some services (e.g. street cleaning where the general cleanliness and street cleanliness measures have improved but satisfaction with street cleaning services has reduced).

3.7 Consideration of these areas, and any other aspects of the annual review the Committee feels appropriate, will feed into the Committee's proposed Financial Resilience review, the scope of which includes reviewing : *"a selection of SOA outcome themes which are performing well and less well to understand the key influencing factors and/or barriers to desired improvement."*

4.0 Next Steps

- 4.1 The Alliance will consider the review at its meeting on 9 September and will scrutinise progress in meeting SOA priorities at partnership and organisational levels.
- 4.2 It is being proposed that a partnership meeting should be held in the next few months (including all elected members and representatives of the joint boards) to allow greater discussion of performance.
- 4.3 In terms of public reporting, the review document will be made available on Clacksweb and other partner websites and it is also intended to include a supplement in the forthcoming View summarising some key indicators and activities.

5.0 Sustainability Implications

5.1 N/A

6.0 Resource Implications

6.1 There are no resource implications arising directly from this report.

7.0 Exempt Reports

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

8.0 Declarations

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

(2) Council Policies (Please detail)

Corporate Plan

9.0 Equalities Impact

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

Yes ☐ No ☒

10.0 Legality

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

11.0 Appendices

11.1 Clackmannanshire SOA 2010-11 Review

12.0 Background Papers

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

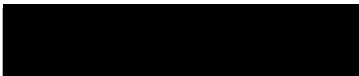
Yes ☒ (please list the documents below) No ☐

1. Clackmannanshire SOA 2009-12

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Head of Strategy & Customer Services	

Nikki Bridle	Director	
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Clackmannanshire

Single Outcome Agreement

Annual Review 2010/11

Guidance & Notes

This annual report for the first time has been produced using new Performance Management software, which will enable Alliance partners to co-ordinate and manage all corporate and partnership performance and risk information. This will support the Alliance in producing performance information more efficiently, contributing to improving strategic decision making processes. A list of terms used in providing this review as well as explanation of the symbols used to depict the direction of performance is included. Appendix 1 to the annual report details our priority outcomes for 2010/11 and their relationship with the national outcomes.

Performance Indicator	The description of the indicator. Indicators in bold are specified Statutory Performance Indicators and will be reported to Audit Scotland in August.
Compared to Last Value	<p>Whether performance levels have gone up or down (regardless of whether the actual values have gone up or down - we would aim to have an upwards arrow for all indicators). For most indicators this represents the annual change from 2009/10 to 2010/11. Others, such as in Education, run a year behind (as we are still within the 2010/11 academic year). Some indicators are recorded every 2 years, so the change from 2008/09 to 2010/11 is shown here.</p> <p>  Performance has improved since last year  Performance is consistent with last year  Performance has declined since last year  Performance cannot be compared to the previous value as either the data has not been provided for previous years, or the indicator has been changed or newly introduced this year, and is not comparable to previous data. </p>
Compared to Target	<p>This is monitored by comparing the current reported value to the target and tolerance. This tolerance is normally set as a 10% variance below target, though for indicators where a very small annual variance is likely, this may have been set so that indicators show as red if the value has a 5% variance below target, or possibly less. For some indicators a green/amber/red icon is shown, despite 2010/11 data not being shown. This is possible where the data is reported more frequently than annually, and only the last month or quarter is missing, therefore, performance for part of the year can be shown although the final annual figure cannot.</p> <p>  Performance is meeting or exceeding the set target.  Performance is worse than the set target but within tolerance.  Performance is worse than the set target and outwith tolerance.  The latest target is missing, either because the service did not set a target for the indicator, or because the target has not been provided. </p>
Latest Note	Comments regarding the causes of strong performance, and remedial action that will be taken to improve performance.
Value	The value (level of performance) achieved by Clackmannanshire Alliance in the year shown.
Target	The target set for the year shown.
Scottish Average	The benchmark group average - for most indicators with benchmark data, this is from the Statutory Performance Indicators published by Audit Scotland.

FOREWORD

This is the third annual report for the Clackmannanshire Single Outcome Agreement and reports on progress in meeting the Clackmannanshire Alliance's partnership outcomes in 2010-11.

In terms of the performance of the Single Outcome Agreement in 2010/11, the Alliance has seen many positive improvements. Given the recent national economic downturn, it is particularly positive to see the improved performance in relation to our economic indicators. This has meant that in many areas we have seen the gap between Clackmannanshire within the Scottish context narrow. We recognise however that within Clackmannanshire work remains to be done in narrowing the gap between our best performing and worst performing communities across a range of significant indicators.









Excellent progress has been made with our communities, evidencing that we are making a real difference to people living in Clackmannanshire. Almost all of our indicators relating to perceptions and satisfaction of our communities have improved, particularly those which relate to community cohesiveness and how public agencies are working together to provide services.

Looking forward to 2011/12 the Clackmannanshire Alliance has identified 4 priority areas within its revised Single Outcome Agreement which will concentrate partnership priorities and efforts for the next coming year.

Councillor Rev. Sam Ovens
Chair of Clackmannanshire Alliance
September, 2011

1.0 SOA ANNUAL REVIEW 2010/11 SUMMARY ANALYSIS

- 1.1 In 2010/11 our performance across all priority outcomes in our Single Outcome Agreement has been very positive. The table below provides summary analysis on performance for all indicators under each priority outcome heading. This shows us that 46 out of 82 indicators have improved over the reporting year and 49 have met or exceeded targets. For a further 18 indicators we have met targets within tolerance, or values have not significantly changed over the reporting year to be statistically meaningful. 8 indicators out of a total of 82 have not met the SOA target, 3 of which are in the substance misuse priority outcome. For 7 indicators, data was not available for 2010/11 and we will continue to make improvements to our processes to ensure that data is reported on a regular basis and is reliable.
- 1.2 The appendices that follow in this Annual Report show detailed information on performance as well as examples of projects and interventions that the Alliance has supported over 2010/11 within each of the SOA Priority Outcome Areas. In summary:

Priority Outcome	Compared to Last Value				Compared to Target				Total Indicators*
									
1. The area has a positive image and attracts people and businesses	1	1	2	4	3	-	-	5	8
2. Our communities are more cohesive and inclusive	4	1	1	1	5	1	-	1	7
3. People are better skilled, trained and ready for learning and employment	7	-	1	-	5	3	-	-	8
4. Our communities are safer	8	3	4	-	11	3	1	-	15
5. Vulnerable people and families are supported	5	1	3	-	4	5	-	-	9
6. Substance misuse and its effects are reduced	3	-	3	-	1	2	3	-	6
7. Health is improving and health inequalities are reducing	5	3	2	-	7	2	1	-	10
8. The environment is protected and enhanced for all	3	1	-	-	3	-	-	1	4
9. Our public services are improving	10	-	5	-	10	2	3	-	15
Overall	46	10	21	5	49	18	8	7	82

The area has a positive image and attracts people and businesses

Positive performance under this priority outcome is being achieved in overall cleanliness and community perceptions of their neighbourhood. Although performance in planning applications has fallen over the last reporting year, performance is substantially better than the Scottish average and is likely to retain first place rankings compared with other Council areas. The majority of indicators that have no data for 2010/11 come under this priority outcome, particularly in relation to business figures.

Our communities are more cohesive and inclusive

We have seen positive performance under this priority outcome, with the majority of indicators improving and targets being met. Of particular significance is the proportion of local residents who feel that Clackmannanshire has a strong sense of community which has increased significantly. Performance in our key economic indicators have also improved significantly with the proportion of working age people who are economically active in Clackmannanshire improving and now performing better than the Scottish average. Employment rates in Clackmannanshire have also shown improvements and not only exceed the Scottish average, but show the 7th highest (best) rate of employment across all Council areas.

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

Positive progress is being made in most areas under this outcome, and progress in being made to achieving targets. Uptake of nursery places has improved over the reporting year with targets being met. Significant improvements are the proportion of working age obtaining qualifications which is now meeting the Scottish average. The value of school leavers going into positive destinations has increased compared with figures for 2009/10 and is now better than the Scottish average. The number of pupils gaining 5+ level 3 standard grades has significantly improved over the reporting year and Clackmannanshire is now performing better than the Scottish average.

Our communities are safer

Performance has been significantly positive in community satisfaction with how agencies are tackling crime and the fear of crime and also residents fearful about becoming a victim of crime. Whilst Group 1 crimes (crime of violence) have increased in 2010/11, the overall 3 year trend shows an overall decrease, and the first qtr of 2011/12 shows a significant decrease. Detection rates have also significantly increased with 96% of all crimes of violence being detected in 2010/11.

Group 2 crimes (crimes of indecency) have fallen over the last 3 years, having spiked in 2009/10 as a result of offences linked with social networking sites which led to high profile operations (Lightning and Defender) in Clackmannanshire. Performance of all indicators relating to fires have improved and targets are being met or achieved. All persons Killed or seriously injured has risen slightly over the last reporting year, although the number of slight injuries and injury road collisions have either fallen or remained the same.

Vulnerable people and families are supported

Performance under this outcome has been generally positive with the majority of indicators performing better than the previous year and many meeting targets of progressing to achieving targets. The number of domestic abuse incidents reported to the Police has significantly increased, evidencing success in increasing reporting of incidents of domestic abuse. Another area of particular strength is in relation to home care, satisfaction of social work customers and homelessness indicators.

Substance misuse and its effects are reduced

Performance within this outcome is positive in relation to community perceptions of both alcohol and substance misuse with figures on dissatisfaction falling for 2 consecutive years. The number of class A drug supply offences has also fallen significantly (more than halved) over the last year. Alcohol related road collisions and alcohol related driving incidents have both increased, as have referrals to the children's reporter on the grounds of misuse of alcohol/substances.

Health is improving and health inequalities are reducing

Performance within this outcome is generally positive with the majority of targets being met or achieved. Positive progress is shown in mortality rates for COPD and Heart Disease, as well as indicators for child health. Mortality rates from Cancer have risen, whilst we have seen a decrease in the Scottish Average. Self-reporting of health has been mixed with a small decrease in the number describing their overall health as very good or fairly good, whilst the number describing their emotional and mental well being as very good or fairly good has increased.

The environment is protected and enhanced for all









Performance within this outcome is positive with the majority of indicators meeting and exceeding targets. Clackmannanshire continues to perform well above the Scottish Average in cleanliness, recycling and waste sent to landfill.

Our public services are improving

Performance under this priority outcome is positive with the majority of indicators improving on last years figures and meeting or exceeding targets. Both overall experience of public services, and satisfaction with how well public agencies are working together have significantly improved. In terms of satisfaction with individual services, the largest improvements over the reporting year are for hospitals, police services and social services.

Detailed Review of Indicators & Targets

For each of the partnership's priority outcomes, the next section details performance in respect of each indicator and target. The following symbols and their meanings are used.

Performance Indicator	The description of the indicator. Indicators in bold are specified Statutory Performance Indicators and will be reported to Audit Scotland in August.
Compared to Last Value	<p>Whether performance levels have gone up or down (regardless of whether the actual values have gone up or down - we would aim to have an upwards arrow for all indicators). For most indicators this represents the annual change from 2009/10 to 2010/11. Others, such as in Education, run a year behind (as we are still within the 2010/11 academic year). Some indicators are recorded every 2 years, so the change from 2008/09 to 2010/11 is shown here.</p> <p>  Performance has improved since last year  Performance is consistent with last year  Performance has declined since last year  Performance cannot be compared to the previous value as either the data has not been provided for previous years, or the indicator has been changed or newly introduced this year, and is not comparable to previous data. </p>
Compared to Target	<p>This is monitored by comparing the current reported value to the target and tolerance. This tolerance is normally set as a 10% variance below target, though for indicators where a very small annual variance is likely, this may have been set so that indicators show as red if the value has a 5% variance below target, or possibly less. For some indicators a green/amber/red icon is shown, despite 2010/11 data not being shown. This is possible where the data is reported more frequently than annually, and only the last month or quarter is missing, therefore, performance for part of the year can be shown although the final annual figure cannot.</p> <p>  Performance is meeting or exceeding the set target.  Performance is worse than the set target but within tolerance.  Performance is worse than the set target and outwith tolerance.  The latest target is missing, either because the service did not set a target for the indicator, or because the target has not been provided. </p>
Latest Note	Comments regarding the causes of strong performance, and remedial action that will be taken to improve performance.
Value	The value (level of performance) achieved by Clackmannanshire Alliance in the year shown.
Target	The target set for the year shown.
Scottish Average	The benchmark group average - for most indicators with benchmark data, this is from the Statutory Performance Indicators published by Audit Scotland.

CLACKMANNANSHIRE PRIORITY OUTCOME: the area has a positive image and attracts people and businesses

Contributing to National Outcomes: 1. We live in a Scotland that is the most attractive place for doing business in Europe 2. We realise our full economic potential with more and better employment opportunities for our people 12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.

INVEST IN CLACKMANNANSHIRE

The Clackmannanshire Alliance has supported in 2010/11 Invest in Clackmannanshire – a pilot project aimed pro-actively encouraging new business to Clackmannanshire. The project activity included making direct contact with businesses to promote the benefits of establishing a business in Clackmannanshire as well as developing a property brokerage to provide information on commercial property availability in Clackmannanshire.

CLACKS EMPLOYMENT STRATEGY & FRAMEWORK FOR ACTION

During 2010/11, the Local Employability Partnership (LEP) developed their Employability Strategy and Framework for Action. This document provides strategic direction for the LEP over the next 3 years. The LEP is made up of members from the Council, Jobcentre Plus, Skills Development Scotland, NHS Forth Valley, Clackmannanshire Third Sector Interface and Forth Valley College. The LEP reports to the Alliance via its Economic Development Partnership Team.

The Clackmannanshire Employability Strategy identifies priority groups that the LEP partners have agreed to focus their joint

- Young people aged 14 - 24
- Individuals with significant disadvantages but who want help
- Short-term unemployed at risk of becoming long-term unemployed or in work at risk of not sustaining employment

Implementation of the Strategy will be shared amongst the LEP partners with each partner taking the lead on the specific strategic projects which are highlighted in the Strategy document.

<http://clacksweb/site/documents/economicdevelopment/employabilitystrategyandframeworkforactionforclackmannanshire/>

LABOUR MARKET PROFILE




















Clackmannanshire has seen good progress in relation to key economic indicators over 2010/11. The latest employment figures (Dec 2010) show employment in Clackmannanshire has risen to its highest annual levels (76.1%) since 2004. Compared with other Council areas Clacks now has the 7th highest employment rate in Scotland. This rise in Employment figures can partly be attributed to Scottish Government funded programmes such as Future Jobs Fund which was completed in December 2010.

Clackmannanshire has however also seen an annual increase in unemployment claimant count which has risen from 5.1% in March 2010 to 5.7% in March 2011. The highest proportion of these are 18-24 year olds. This rise may be partly explained by the completion of the FJF. The wards with the highest levels of unemployment in Clackmannanshire are Alloa Mar (13.3%), Alloa East (10.7%) and St Serfs (8.9%).

Average earnings in Clackmannanshire are lower than in Scotland and the UK overall. Gross average weekly earnings are £461.0 in Clackmannanshire compared with £486.9 in Scotland.

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

CLACKMANNANSHIRE PRIORITY OUTCOME: the area has a positive image and attracts people and businesses

Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	Values Achieved, Targets & Benchmarks								
				2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
Number of new house completions			This total is the end of the third quarter only. Data for the fourth quarter has yet to be verified. New investment opportunities are being developed through the revised Development Plan and the Housing Land Supply Local Plan.	150	100	-	50	100	-	22	100	-
Percentage of non-householder planning applications dealt with within 2 months			The value continues to exceed the target figure and significantly out-performs most other authorities in Scotland. An escalation in enforcement related work may have contributed to the comparison with the preceding year.	76.3%	70.0%	46.4%	92.2%	70.0%	48.8%	84.0%	70%	-
Overall street cleanliness index achieved (on a scale of 1 to 100)			Significant improvement in performance	74	70	73	74	70	74	77	74	-
Percentage of local residents who rate their neighbourhood as a good place to stay			Performance levels remain high and are similar to 2009/10.	92.0%	91.0%	-	89.0%	91.0%	-	89%	91%	-
Business births Rates in Clackmannanshire			Business figures have not been released since 2009 from IDBR - it is not known at this time when figures will next be published	135	>105	-	105	>105	-			-
Business Deaths in Clackmannanshire			As above	110	<125	-	125	<125	-	-	-	-
Business Survival rates in Clackmannanshire			As above	93.9%		-	96.3%		-	-		-
Clackmannanshire total tourism revenue			Data not available.	£16.66	-	-	£16.65	-	-	-	-	-

CLACKMANNANSHIRE PRIORITY OUTCOME: our communities are more cohesive and inclusive

Contributing to National Outcomes: 4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens. 7. We have tackled the significant inequalities in Scottish society 11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others 13. We take pride in a strong, fair and inclusive national identity.

COMMUNITY ENGAGEMENT ASSET BASED APPROACH

Community Planning partners have been developing a multi-agency and multi-partnership approach towards engaging and developing our communities using the 'asset based' approach. This approach takes a people-centred, capacity building approach through which the community can become active in changing the social and environmental circumstances in which they live and can be empowered to influence the delivery of public services.

The approach is an organic, community led, sustainable and open ended approach in which the community determine the issues they want to address. This initiative is being developed in **Hawkhill**, where meetings have been set up with all partners and the community to identify and develop 'assets', and a listening event is being developed. It is planned that the model will be rolled out to other communities in Clackmannanshire.

CLACKMANNANSHIRE LEARNING & DEVELOPMENT PARTNERSHIP (CLDP)

The partnership has developed its community learning and development strategy which sets out how community learning and development and capacity building will be developed in Clackmannanshire. The partnership has also been successful in securing funding from Lifelong Learning UK for the purposes of up-skilling the Community Learning Development workforce in Clackmannanshire. Local bids were approved which ranged from support for developing social enterprises, community capacity building for local groups and training and development in Voice and 'Lets prove it'.

CLACKMANNANSHIRE WORKS















The Clackmannanshire Works programme was supported throughout 2010/11 by the Clackmannanshire Alliance and the Fairer Scotland Fund. The programme offers a range of services to support people with multiple barriers to employment to achieve major transitions to gaining employment and milestones to achieving employment through development, training and education. Throughout 2010/11 Clackmannanshire Works engaged with more than 600 local residents, with more than 200 entering into employment, over 120 entering education or training and many more also gaining qualifications in a range of professions.

CLACKMANNANSHIRE THIRD SECTOR INTERFACE (CTSI)

Clackmannanshire has recently established its Third Sector Interface which will boost the strengths of voluntary and community activity in Clackmannanshire. The Third Sector Interface will be the single representative contact for the all voluntary and community groups in Clackmannanshire, and will support local communities in developing local community planning.

CLACKMANNANSHIRE PRIORITY OUTCOME: our communities are more cohesive and inclusive

2. Our communities are more cohesive and inclusive

Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	Values Achieved, Targets & Benchmarks								
				2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
% of working age people who are economically active			. The value shows good improvement against this indicator and Clacks now exceeds the national average	78%	Narrow	-	76.5%	Narrow	79.8%	79.5%	Narrow	77%
Clackmannanshire Employment Rate			The value shows good improvement in this indicator. In the latest figs (December 2010) Clacks was in the middle quartile but had the 7th highest (best) rate of employment across all Councils.	73%	Narrow	-	71%	Narrow	74.3%	76.1%	Narrow	71%
% adults who are very happy or fairly happy				83%	85%	-	85%	85%	-	85%	85%	-
Number of children in families receiving out of work tax credits			HRMC have changed the way that they now report this figure. We have seen a small increase over the last reporting year, however the target is met.	1.4 (000's)	1.7	110.7 (000's)	1.4 (000's)	1.7	114.4 (000's)	1.5 (000's)	1.7	113.6 (000's)
% of residents who feel that they have a very good or good quality of life			This was not included in the latest survey.	-	-	-	69%	80%	-	-	-	-
% of residents who feel that Clackmannanshire has a strong sense of community			Good progress is being made in this area, and the value has shown significant improvement over the last reporting year.	-	-	-	25%	35%	-	47%	35%	-
Housing achieving the Scottish Housing Quality Standard (Council Stock) and the Clackmannanshire Standard (higher standard than the SHQS).			Good progress has been made against this indicator in over the reporting period.	74%	73%	35.8%	77%	77%	42.4%	82%	79%	-

CLACKMANNANSHIRE PRIORITY OUTCOME: people are better skilled, trained and ready for learning and employment

Contributing to National Outcomes: 2. We realise our full economic potential with more and better employment opportunities for our people 3. We are better educated, more skilled and more successful, renowned for our research and innovation. 4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

FORTH VALLEY CAMPUS

The new Alloa campus is due to welcome its first cohort of students in September 2011 and will provide new, state-of-the-art facilities for students, the local communities and the local business community. The new campus has a broad range of curriculum choices to engage part-time, full-time and flexible learning activity across subject areas which include: construction, early education and care, hairdressing and beauty therapy, business, computing and creative industries.

EDUCATION ATTAINMENT

2010 school leavers destination data shows that 87.9% of school leavers found positive destinations, which is up 2.2% from 2009/09. 31% entered into Higher Education, 26% into Further Education, 20% into employment and 10% into training. The proportion of young people entering employment has risen by 2.9% compared to last years figures. The numbers of unemployed leavers seeking work is 9%, not seeking work is 3% and unknown destination is 0%.

FUTURE JOBS FUND

The Clackmannanshire Future Jobs Fund (FJF) finished in December 2010 with the following outcomes for young people and others unemployed 6 months or over:

- 52 additional temporary jobs created
- 37 (71%) completed their 6 month temporary contracts
- 39 (75%) achieved certificated training
- 25 (48%) got jobs either with their FJF employer or another employer

Clackmannanshire FJF compares with the national average of getting FJF people into jobs which was around 50%. A key feature of the Clackmannanshire FJF initiative was that it created more than a third of the employment opportunities in the private sector. The remainder were spread across the public and third sectors.

MCMC

The more choices more changes programme was supported throughout 2010/11 by the Clackmannanshire Alliance and the Fairer Scotland Fund. The programme supported young school leavers into positive destinations through the development of a Youth Employability Strategy and the appointment of a 16+ learning choices coordinator. In 2010 116 young people were identified as Christmas leavers and all had appropriate support or structured learning offers arranged.

Alternative programmes offered for young school leavers in Clackmannanshire currently include Venture Trust which is personal development programme specifically aimed at young school leavers with a care history or history of caring.

Action for Children – youth build programme which offers learning opportunities around the construction industry, Recycle a Bike structure training and ACE programme which supports young people within a college environment.

CLACKMANNANSHIRE PRIORITY OUTCOME: people are better skilled, trained and ready for learning and employment

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

Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	Values Achieved, Targets & Benchmarks								
				2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
Percentage of pupils attaining 5 or more Level 4 Standard Grade awards	↓	⚠	More rigorous monitoring and tracking of progress has been implemented through use of SEEMIS	75%	78%	78%	76%	78%	78%	74.7%	78%	78.3%
Percentage of pupils attaining 5 or more Level 3 Standard Grade awards	↑	✅	More rigorous monitoring and tracking of progress has been implemented through use of SEEMIS	72%	96	76.1%	77%	96	77.6%	94.9%	96	92.4%
% pupils attaining 3 or more awards at level 6 or better by the end of S5	↑	⚠	The value has improved over the last 2 reporting years and the target is within tolerance.	16.1%	20%	22.4%	16.1%	20%	23.4%	19.1%	20%	25%
Percentage of school leavers going into employment, education or training	↑	⚠	More school leavers are in positive destinations compared to last years performance, although the target has not been met, we continue to make good progress. MCMC	89%	95%	86.4%	86%	95%	85.7%	87.9%	95%	86.8%
% working age population with no qualifications	↑	✅	The value shows positive change and that the gap has reduced	19.5	National Average	13.9	19	National Average	13	13	National Average	12.3
% of working age population with NVQ4+	↑	✅	The value shows positive increase and the gap between the national average has reduced.	31.8%	National Average	33.1%	32.50%	National Average	33.9%	34.8%	National Average	35%
% of 3 year olds taking up entitlement to free nursery places	↑	✅	The value shows a small increase since the last reported figure	-	-	-	89.3%	90	-	89.40%	90	-
% of 4 year olds taking up entitlement to free nursery places	↑	✅	The value shows a small increase since the last reported figure	-	-	-	98%	99	-	98.3%	99	-

CLACKMANNANSHIRE PRIORITY OUTCOME: our communities are safer

Contributing to National Outcomes: 8. We have improved the life chances for children, young people and families at risk. 9. We live our lives safe from crime, disorder and danger 10. We live in well-designed, sustainable places where we are able to access the amenities and services we need

NO KNIVES BETTER LIVES

The No Knives Better Lives campaign was established in Clackmannanshire through the Violence Reduction Unit work programme and launched in Clackmannanshire through the 'Big Buzz' event in July 2010. A media campaign was held throughout September/October highlighting the consequences of knife crime and encouraging positive life choices. This involved marketing through press, posters and street stencils

A structured schools programme to all S2 pupils (hard-hitting workshops from victims, ex-offenders, professional sportsmen and medical professionals) is ongoing within the three secondary schools and Secondary School Support Services.

STRATEGIC ASSESSMENT/STRATEGY

The Community Safety Partnership have undertaken a 3 year strategic assessment of the main priorities in Clackmannanshire for Community Safety, and used that to inform the development of the CSP strategy for 2011-2014. The priorities identified in the strategy for the partnership over the next 3 years are:

Anti-social Behaviour, Internet Safety, Violence, Domestic Abuse & Alcohol and Drugs.

DOOR STEP CRIME

The partnership was newly formed in October 2010. It has produced a booklet which aims to raise awareness to residents on Doorstep Crime and what preventative measures can be taken to prevent becoming a victim. In addition to this a DVD and training pack is being produced to enable training for service provider who carry out work in residential houses.

COMMUNITY CASH FUND

The Community Safety Partnership launched a community cash fund which enabled community groups in Clackmannanshire to apply for small grants to be used for community safety initiatives. In 2010/11 the grant funded 10 community projects.

PACT PRIORITIES




















Community Officers continue to attend the community council meetings on a monthly basis and set their PACT priorities after consultation with the community. The PACT priorities aim to tackle what communities believe to be the main issues or concerns in the areas they live and plans can then be made to tackle the issues. The intelligence provided by the communities allowed a week long multi agency drugs operation to be carried out which involved the police, community wardens and the council. Warrants were obtained for 9 properties which resulted in 7 positive seizures.







SAFER STREETS

Clackmannanshire was successful in obtaining Safer Street funding to provide diversionary activities for young people between December and March 2011. As well as activities such as midnight leagues, high impact and high visibility patrols aimed to reduce alcohol related violence and disorder on specific dates associated with old firm matches.

CLACKMANNANSHIRE PRIORITY OUTCOME: our communities are safer

4. Our communities are safer

Performance Indicator			Latest Note	Values Achieved, Targets & Benchmarks								
				2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
Level of satisfaction with how local agencies are tackling crime and fear of crime			Satisfaction rates have continued to rise since 2008/09 and good progress has been made over the last reporting year, and the target has been achieved.	31%	45%	-	40%	45%	-	47%	45%	-
% of people who have been fearful in the last 12 months of becoming a victim of crime			Fewer people in Clackmannanshire are fearful of becoming a victim of crime. The value has reduced significantly since 2008/09.	44%	25%	-	32%	25%	-	30%	25%	-
Group 1 crimes (Number and detection rate)	N 	D 	Whilst significant activity was carried out by police and partners crimes in this group saw a notable increase over the reporting year, although enforcement activity led to almost all crimes being detected. In the first qtr of 2011/12 group 1 crimes have significantly decreased compared with qtr 1 of 2010/11.	119 68%	reduce	-	61 93%	reduce	-	96 99%	reduce	-
Group 2 crimes (number and detection rate)			Gp 2 crimes increased significantly in 09/10 through offences linked with social networking sites which led to operations Defender and Lightning in Clackmannanshire. A forth valley wide approach has since been taken to raise awareness of possible implications of social networking sites.	81 93%	reduce	-	125 83%	reduce	-	64 70.3%	reduce	-
Group 3 crimes (number and detection rate)		-	The value has shown significant improvement since 2008/09, however is not statistically significant from the 2009/10 value.	1541 59%	reduce	-	1175 54%	reduce	-	1285 53.6%	reduce	-
Group 4 crimes (number and detection rate)		-	The value has shown significant improvement since 2008/09, however is not statistically significant from the 2009/10 value.	1487 44%	reduce	-	1075 37%	reduce	-	1085 35.2%	reduce	-
All persons KSI			Value has increased slightly since 2009/10.	22	reduce	-	18	reduce	-	21	reduce	-
Slight Injuries	-		Value is not statistically significant	91	reduce	-	69	reduce	-	69	reduce	-
Injury Road Collisions			Value has reduced and target is being met.	57	reduce	-	69	reduce	-	61	reduce	-
Number of accidental dwelling fires	-		Value is not statistically significant	8.75	reduce	-	6.9	reduce	7.2	6.9	reduce	10
Number accidental fire fatalities	-		There were no fire fatalities in Clacks in 2010/11	0.09%	reduce	-	0	reduce	0.068	0	reduce	0.09
Number of incidents resulting in casualties			The number of incidents resulting in casualties fell last year to 7 incidents compared with 10 the previous	1.25%	reduce	-	1.98%	reduce	-	1.38%	reduce	2.47%

				Values Achieved, Targets & Benchmarks								
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
			reporting year.									
Number of wilful fire raising incidents			The value has fallen which may be as a result of proactive work that CSF&RS has done to address fire ASB	-	reduce	-	46.3	reduce	-	40.56	reduce	-
Number of hoax emergency calls			Again, hoax calls have reduced, possible as a result of proactive local and national work in this area.	-	reduce	-	6.5	reduce	-	5.1	reduce	-
Percentage of local residents who state vandalism or graffiti is a dislike about their local neighbourhood			The value has fallen over the last reporting year and the target has been met.	20.0%	44.0%	-	23.0%	25.0%	-	18%	20%	-

CLACKMANNANSHIRE PRIORITY OUTCOME: vulnerable people and families are supported

Contributing to National Outcomes: 5. Our children have the best start in life and are ready to succeed 6. We live longer, healthier lives 7. We have tackled the significant inequalities in Scottish society 8. We have improved the life chances for children, young people and families at risk.

VULNERABLE PERSONS REPORTS (VPR)

Referrals are made by police to highlight all cases of vulnerable persons, which include children. These referrals relate to child protection issues where a child is at risk through their offending behaviour or their safety/wellbeing is a concern. Whilst in recent years the overall trend is slightly downward it must be recognised that the reduction in child offending correlates with an increase in Formal Warnings for Child Offending.

CLACKMANNANSHIRE ACTION FOR CHANGE

The Clackmannanshire Action for Change (AFC) partnership was established in 1998 and was set up to address the increasing demand for women's support services around domestic abuse. In recent years the partnership has recognised that there is a need to focus on a broader range of issues for women and children experiencing gender based violence.

MULTI-AGENCY SCREENING

Extensive discussions have taken place over recent months to take the next steps in Forth Valley partners' journey towards Multi-Agency Screening for all child concern referrals. There is collective agreement that Multi-Agency Screening is the next step in the evolution of child protection, (in its widest sense) across Forth Valley. There is also an agreed understanding that we now need to define what this means in real terms, to better define the nature of screening.

DOMESTIC ABUSE VISITS

In 2010/11 the Central Scotland Police Domestic Abuse Unit introduced target profiles which are designed to protect victims of domestic abuse and target the perpetrator. In Clackmannanshire regular visits are carried out by members of the Police and community wardens, to both the offender and the victim. The aim of these visits are to both monitor of offender but also to provide reassurance and safety advice to the victim.

There are currently 12 profiles being monitored in Clackmannanshire.

YOUNG RUNAWAYS



















The concern about children going missing has been identified as one of seven priorities by HMIE. As part of the considerations in this area children missing from education establishments need to be included. The young runaway project involves a follow up visit being carried out to every young person who has been reported missing to police by a police officer. The visit is to identify any issues which have caused the young person to run away and in partnership with identified agencies to address the issue(s) identified to prevent the young person feeling the need to run away again.

KEEP CHILDREN SAFE (SARAH'S LAW)

This legislation was introduced by Central Scotland Police in October 2010. The legislation enables parents, guardians and carers to register a child protection interest in a named person. To date only 2 applications have been made in Clackmannanshire either of which have resulted in a disclosure being made.

CLACKMANNANSHIRE PRIORITY OUTCOME: vulnerable people and families are supported

5. Vulnerable people and families are supported

Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	Values Achieved, Targets & Benchmarks								
				2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
Percentage of people aged 65 and over with intensive care needs receiving services at home			Performance is being maintained above the national average and above the national target of 30% on a balance of care in favour of supporting people at home and in the levels of service provided.	39%	30%	-	35%	30%	-	36%	30%	-
Percentage of people for whom community care assessment targets were met			There is a drive to maintain referral and assessment responses within local priority target times which are within the national standard. Overall performance is improving with a decrease in employee absence rates.	53%	75%	-	79%	70%	-	76%	80%	-
Number of people waiting in short stay settings for more than 6 weeks for discharge to appropriate settings			Performance is being maintained at zero for census dates and the Community Care teams are working with partners to minimise delays in discharges over the 1-6 week time period.	0	0	-	0	0	-	0	0	-
% social work service users surveyed who are satisfied with their involvement in their care plan			This is an average score from across a range of service areas and it indicates that people who are in receipt of support and services are generally satisfied with their involvement in the assessment of their needs and the services they receive.	-	-	-	72%	75%	-	74%	75%	-
% of carers surveyed who feel supported and able to continue in their caring role			This is taken from an annual survey of adult carers who are known to social services, in addition to carers of adults, this years results also include foster carers.	-	-	-	67%	70%	-	85%	70%	-
% of achievement of targets for social services assessments			Social services continue to work on response times from requests for services through to assessments and service delivery across all service areas.	-	-	-	85%	85%	-	79%	85%	-
Number of domestic abuse incidents reported to the police			We have seen a considerable rise in the number of cases of domestic violence being reported to the police. This may be a result of concerted efforts of partners to improve reporting rates of domestic abuse cases.	-	-	-	104	increase	-	126	increase	-
Average time homeless people spend in temporary accommodation (days)			The value has risen by 2 days over the last reporting year.	105.0 days	reduce	-	96.0 days	reduce	-	98.0 days	reduce	-
Percentage of homeless people maintaining their tenancy for at least 12 months			Improvement reflects increased housing support activity and greater attention to supporting new tenants to understand and meet their obligations.	84.8%	-	85.9%	79.0%	86.0%	82.3%	83.5%	85.0%	-

CLACKMANNANSHIRE PRIORITY OUTCOME: Substance misuse and its effects are reduced

Contributing to National Outcomes: 5. Our children have the best start in life and are ready to succeed 6. We live longer, healthier lives 7. We have tackled the significant inequalities in Scottish society 8. We have improved the life chances for children, young people and families at risk. 9. We live our lives safe from crime, disorder and danger 11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

ALCOHOL AWARENESS

During October 2010, Clackmannanshire Drugs and Alcohol Partnership, in partnership with Health promotion, held an Alcohol Awareness campaign to promote responsible drinking and raise awareness across Scotland on recommended drinking guidelines. CADP sought to raise awareness through Family Centres and Nurseries, working with Community Wardens and Licensing Officer and also amongst staff through information and activities.

NALOXONE PILOT

The Take Home naloxone (THN) programme is being run in Clackmannanshire until March 2012. The programme aims to reduce the incidence of drug related deaths due to accidental opioid overdose. It is proposed through training, education, basic life support and the administration of the injectable antidote naloxone this aim may be achieved.

PRO-ACTIVE DRUGS OPERATIONS.

Community officers play a key role in the targeting of low level drug dealers in Clackmannanshire. This continues to be an important aspect of their policing role and is further evidenced through the high level of Pact priorities focused on addressing local alcohol and substance misuse issues especially those relating to the supply of controlled drugs. It is of note that within Clackmannanshire the locations of drug searches in the last year have spanned all communities with an obvious concentration on our largest settlements.

CLACKMANNANSHIRE DRUGS AND ALCOHOL PARTNERSHIP

The Clackmannanshire Drugs and Alcohol Partnership (CADP) continues to meet regularly to take forward the priorities set out in their Strategy. The CADP has also set up a reference group which aims to take forward the priorities and work of the partnership, which are:

- Reducing the number of children affected by parental substance misuse
- Reducing the number of young people using substances
- Improve access to treatment and recovery services

CLACKMANNANSHIRE ALCOHOL SERVICE






















The Clackmannanshire Alcohol Service is a key component of the Clackmannanshire Healthier Lives Programme. The service aims to reduce the harm arising from alcohol misuse, and increasing the opportunities for those recovering from alcohol misuse. In 2010/11 96.8% of clients reported that the service had helped them deal more effectively with their addiction problem.

TEST PURCHASING

Over the last year, Clackmannanshire have continued to progress addressing licensing issues using test purchasing operations. This has resulted in action being taken against several license holders in order to reduce the supply of alcohol to young people in Clackmannanshire.

CLACKMANNANSHIRE PRIORITY OUTCOME: Substance misuse and its effects are reduced

6. Substance misuse and its effects are reduced

Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	Values Achieved, Targets & Benchmarks								
				2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
% of local residents surveyed who cite alcohol abuse as a dislike about their neighbourhood			The values continue to decrease, and progress is being made to achieving the target.	38%	20%	-	28%	20%	-	27%	20%	-
% of local residents surveyed who cite drug abuse/dealing as dislikes about their neighbourhood			The values are continuing to improve and have fallen significantly since 2008/09.	33%	15%	-	21%	15%	-	18%	15%	-
Number of class A drug Supply offences			The number of Class A Drug offences have fallen significantly over the last reporting year.	59		-	65		-	32		-
Alcohol related road collisions			We have not met the target for alcohol related road collisions and driving related incidents - both have increased over the reporting period.	2		-	4		-	8		-
Alcohol related driving incidents			As above	70		-	51		-	62		-
% of referrals received by the children's reporter on the grounds of misuse of alcohol or drugs			The value has seen an increase since the last reporting year, and does not meet the target set.	7%	4%	-	5%	4%	-	5.7%	4%	-

CLACKMANNANSHIRE PRIORITY OUTCOME: health is improving and health inequalities are reducing

Contributing to National Outcomes: 8. We have improved the life chances for children, young people and families at risk. 5. Our children have the best start in life and are ready to succeed 6. We live longer, healthier lives 7. We have tackled the significant inequalities in Scottish society

CLACKMANNANSHIRE HEALTHIER LIVES (CHL)

Clackmannanshire Healthier Lives has been supported through the partnership and Fairer Scotland Fund through 2010/11. The programme is aimed at engaging with clients who are not likely to access mainstream service provision in a holistic way. Through feedback, partners have supported the CHL approach to tackling health inequality in Clackmannanshire, and in particular the emphasis on clients to take responsibility as the most effective way of achieving change. Partners identified key components of CHL as necessary in meeting clients needs, including ease of referral, speed of access and the ability for a service to deal with multiple needs. Clients of CHL have also reported positive personal outcomes with 92% of those surveyed reporting that CHL had encouraged them to make healthier choices, 77% confirmed that they had gained new skills and 71% reported that they were able to lead more independent lives as a result of CHL. In 2010/11 CHL supported around 7500 individual.

A recent project supported by the Clackmannanshire Health Partnership centred around a local GP practice identified a cohort of 356 individuals who were the highest users of both health and social care resources. The programme has identified that these clients had complex needs that were potentially preventable: mental health difficulties, addictions and lifestyle related illness – these are all needs that can be met through the CHL approach potentially offering substantial cost savings in health and social care costs.

COMMUNITY HEALTH PROFILES
































The health of Clackmannanshire has seen general improvements between the 2008 and 2010 Community Health and Well being profiles. Life expectancy rates for females has improved over the production of the profiles. Mortality rates for Cancer and Heart disease have also improved in Clackmannanshire. Compared with the national context, Clackmannanshire is in the top percentile for cancer mortality rates and patients hospitalised with alcohol conditions. We are in the lowest percentile for smoking prevalence and children and maternal health indicators.

INTEGRATED MENTAL HEALTH COSLA AWARD

Clackmannanshire Council, in partnership with NHS and the Scottish Association for Mental Health won a top award for its integrated mental health services. The Council, together with its partners, won gold at the recent Cosla awards in the category of service innovation and improvement.

CLACKMANNANSHPRE PRIORITY OUTCOME: health is improving and health inequalities are reducing

7. Health is improving and health inequalities are reducing

Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	Values Achieved, Targets & Benchmarks								
				2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
% adults describing their health as good or fairly good			The value has fallen slightly over the reporting year, and the target is not met yet is within tolerance.	-	-	-	90%	-	-	87%	95%	-
Deaths from COPD			Deaths from COPD have fallen by 7% over the reported year, exceeding the target. Nationally the improvement was 4.2%	-	-	-	173.8	< 5%	142.5	138.2	< 5%	136.4
Deaths from Cancer			Clackmannanshire has seen a small increase in the numbers of deaths from cancers - the national average has shown a decrease.	-	-	-	258.7	< 5%	297.2	272.5	< 5%	296.5
Mortality rates for Heart Disease			Mortality rates for heart disease have remained the same in Clackmannanshire, but have fallen nationally over the last reporting year.	161.77	< gap	154.05	142.90	< gap	142.44	142.9	< gap	132.16
% adults describing their mental/emotional well being as happy/very happy			The value has increased significantly over the reporting year and the target is met.	-	80%	-	77%	80%	-	85%	80%	-
% of claimants receiving ESA/IB			The value has reduced by 3 percentage points, nationally the value has reduced by 2 percentage points. The change to benefits system from DWP means that data prior to what is shown is not directly comparable.	-	-	-	9.6%		8.3%	9.3%		8.1%
% 3-5 year olds registered with an NHS general dentist			Clackmannanshire is making good progress, however is still lower than the national average.	-	-	-	79.70%	88%	81.8%	81.8%	88%	87.9%
Teenage Pregnancy rates (under 18 years of age)			A reduction in the value is shown, however clacks is still above the national average.	64		-	46.1		-	45.2		39.8
% of primary 1 children overweight			The figures have not changed over the reporting year although the value is higher than the national avg.	20.9%		-	22.1%		-	22.1%		20.4%
% primary 1 children obese.			As above.	8.9%		-	8%		-	8%		8.2%

CLACKMANNANSHIRE PRIORITY OUTCOME: the environment is protected and enhanced for all

Contributing to National Outcomes: 1. We live in a Scotland that is the most attractive place for doing business in Europe 6. We live longer, healthier lives 10. We live in well-designed, sustainable places where we are able to access the amenities and services we need 12. We value and enjoy our built and natural environment and protect it and enhance it for future generations 14. We reduce the local and global environmental impact of our consumption and production.

CENTRAL SCOTLAND GREEN NETWORK

Two projects were supported by the Central Scotland Green Network in 2010/11. The projects were undertaken by consultants on behalf of the Alliance and the Clackmannanshire Council. The projects were:

The Clackmannanshire Green Infrastructure Mapping project gathered together environment, social, economic and health data to produce a strategy and framework for future investment in green projects across Clackmannanshire to support community well being. Additionally, the study will be an important information source for the development of the Local Development Plan and the related Open Space Strategy.

The Gartmorn Dam Green Hub investigated the potential for developing Gartmorn Dam Country Park as a focus for active travel, environmental education, informal recreation and biodiversity in Clackmannanshire and the wider area within the Central Scotland Green Network. Working in partnership with Environment Partnership Team organisations, landowners and the Community Woodlands Association the study provides a framework for future development of the Country Park and surrounding land.









INNER FORTH PROJECT

The Council along with member organisations of the Environment Partnership Team namely, Scottish Natural Heritage, Scottish Environmental Protection Agency and Forestry Commission Scotland, have been supporting the Royal Society for the Protection of Birds in the development of their Inner Forth project.

This project will deliver a feasibility study looking at opportunities to create a network of new wetland habitats, including saltmarsh, mudflat and reedbed around the Falkirk and Alloa area. This large scale habitat approach will enhance the biodiversity of the area and also provide opportunities for sustainable flood management, informal recreation and environmental education.

CLACKMANNANSHIRE PRIORITY OUTCOME: the environment is protected and enhanced for all

8. The environment is protected and enhanced for all

Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	Values Achieved, Targets & Benchmarks								
				2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
Carbon footprint of Clackmannanshire Co2 emissions			The 2010/11 figure is not currently available to report.	12.03	-	-	13.5	<3%	-	-	<3%	-
General Cleanliness			Significant improvement in performance and target met.	74	76	73	74	76	74	77	76	-
Percentage of municipal waste composted/recycled in a rolling year			The value has significantly improved over the last reporting year, and has exceeded targets and the Scottish Average.	44.9%	40.0%	34.3%	46.7%	40.0%	36.7%	49.8%	45.0%	36.7%
Tonnes of biodegradable waste sent to landfill in a rolling year			Data requires to be validated however performance is expected to be better than target.	13,060 tonnes	-	-	11,386 tonnes	-	-	10,585 tonnes	12,443 tonnes	-

CLACKMANNANSHIRE PRIORITY OUTCOME: improved quality of public services

Contributing to National Outcomes: 15. Our public services are high quality, continually improving, efficient and responsive to local people's needs

The indicators for this outcome are not collected annually. However, this section gives a flavour of some instances of service excellence by the partners across Clackmannanshire in 2009-10.

AWARDS

Clackmannanshire were runners up in the National Community Safety Convention awards held in September 2010. The award submitted by the Community Safety Partnership team recognised innovative practice in engaging with local communities on community safety issues.

PSIF

The Community Learning and Development Partnership were one of the first partnership teams to adopt the PSIF self evaluation framework to identify and understand their strengths and areas for improvement. This work was used to develop the partnership strategy and action plans. The Improvement Service has monitored the use of the PSIF tool with a view to developing support tools for nationally rolling out the programme at partnership level. On the back of this work is now being developed to engage all partnership teams in Clackmannanshire to adopt the self-evaluation approach.

COVALENT

In the last year Clackmannanshire Council have procured Covalent Performance Management System Software. Covalent will support the Alliance in managing its performance and risk information , and enable more efficient performance reporting to the Alliance and partnerships as well as more efficient Public Performance Reporting

ALLIANCE PARTNERSHIP DEVELOPMENT SURVEY





























The Clackmannanshire Alliance has commissioned its second partnership development review. This focused on the key principles of partnership performance including purpose and vision, structure and development, working in partnership, achievement and review. Results from the survey are incorporated in the Alliance agenda and forms part of its continuous improvement processes.



CLACKS 1000

The Clacks 1000 citizens panel continues to be a valuable mechanism for the Alliance to measure community perception of Clackmannanshire, and the services that the partnership provide. In strengthening the use of the panel, the partnership is working with Hexagon to develop a range of focus groups to look at ways of feeding back information to the public and the way that the public would want to receive information and what kind of information they want to receive.

CLACKMANNANSHIRE PRIORITY OUTCOME: Improved quality of public services

9. Improved quality of public services

Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	Values Achieved, Targets & Benchmarks								
				2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
Experience of public services as very or quite good			Progress has been positive with significant improvement since 2008/09 and the target achieved.	62%	70%	-	-	-	-	78%	70%	-
GP Services			Value has shown positive progress for the third consecutive year.	88	95		93	95		95	95	
Hospitals			Value has shown positive progress for the third consecutive year.	78	86		84	86		90	86	
Libraries			Satisfaction has fallen over the last year, however is within the tolerance of the target.	95	96		95	96		91	96	
Police			Value has shown positive progress for the third consecutive year.	69	76		74	76		80	76	
Sport and Leisure			The value has fallen for the third consecutive year and is outwith the tolerance for meeting the target.	77	77		75	77		64	77	
Primary schools			Value has shown positive progress for the third consecutive year.	93	95		93	95		97	95	
Secondary schools			Value has shown positive progress for the third consecutive year.	80	90		88	90		90	90	
Social services			Value has shown positive progress for the third consecutive year.	65	68		66	68		74	68	
Housing services			The value has fallen over the last reporting year, however is within the tolerance of meeting the target.	61	66		64	66		58	66	
Planning			The value has fallen in the last reporting year and is outwith the tolerance for meeting the target.	49	72		69	72		59	72	
Street Cleaning			Perceptions for street cleaning have fallen in the last reporting year, despite overall cleanliness performance improving over the same period.	59	75		70	75		64	75	
Refuse collection/recycling			Value has shown positive progress for the third consecutive year.	84	90		87	90		90	90	
Street Lighting			Value has shown positive progress for the third consecutive year.	85	86		84	86		86	86	

				Values Achieved, Targets & Benchmarks								
Performance Indicator	Compared to Last Value	Compared to Target	Latest Note	2008/09			2009/10			2010/11		
				Value	Target	Scottish Average	Value	Target	Scottish Average	Value	Target	Scottish Average
% of residents who report that public agencies work well together			Progress has been significant against this indicator, with satisfaction increasing by more than 50% since 2008/09	14%	20%	-	-	-	-	30%	20%	-

2.0 FAIRER SCOTLAND 2010-11

2.1 In 2010/11 the Clackmannanshire Alliance allocated funding to activity under the four main programme areas identified in the Single Outcome Agreement. Aggregate spend for each activity and each theme is shown in the table below and shows that considerable focus was placed on the Employability theme in 2010/11.

	£				£
EMPLOYABILITY			POSITIVE IMAGE		
Clackmannanshire Works	560.0		Promoting Clackmannanshire		
C-MEE	42.5		Town Centre Bid Management	15.0	
Homestart	40.0		Town Centre Improvements	25.0	
Community House	41.0		Tourism Co-ordinator	57.0	
Cafe Society	24.0		Marketing/Campaigning (Bal C/F from 09/10)	4.8	
Candies Cuisine	31.5		Welcome to Clackmannanshire	25.0	
More Choices More Chances (to 30.06.10)	57.5		Public Art/Visual Enhancement	50.0	
More Choices More Chances - FV College	15.8				176.8
Clacks First	70.0		SUBSTANCE MISUSE		
		882.3	Addiction Support & Counselling	48.8	
HEALTH IMPROVEMENT			Signpost	36.8	
Street Sport	42.0				85.6
Reachout with Arts in Mind	26.5		OTHER		
Clackmannanshire Healthier Lives	345.0		Dedicated Management Support	107.0	
Women & Girls Group	6.0		Clacks 1000	40.0	
Sauchie Active8	38.0				147.0
LADA (To 30.06.10)	5.0				
		462.5			
					1,754.2

3.0 Summary of Key Outcomes from FSF funded Programmes in 2010/11

Employability Programme

- Clackmannanshire Works has registered 613 clients to the programme. 417 positive outcomes have been achieved by these clients with 215 clients gaining employment or self-employment.
- 52 young people were supported into work placements in Clackmannanshire through the Future Jobs Fund. Evaluation has shown that more than half of the local people who were placed through the programme have either been kept on by their employer or have been successful in gaining further employment.
- The More Choices More Chances programme has supported 116 school leavers in 2010/11 into support or structured learning.

Health Programme

- Clackmannanshire Healthier Lives has supported clients in supporting health, social and emotional issues that are barriers to individuals reaching their potential. CHL has supported 7500 individuals during the reporting year with 93% of clients reporting that programme services have been good quality.

Voluntary Programme

- Structured training and work placements have been provided through CMEE, Candies and Streetsports.
- Community learning classes and skills programmes have been provided through Cafe Society, Sauchie Active 8, Women and Girls Group, Reachout and Streetsports.
- Interventions to support improved health and health inequalities delivered through Sauchie Active 8, Women and Girls Group and Community House
- Vulnerable families supported through improved parenting/social skills and confidence through Homestart.
- 118 young people are improving health and confidence and barriers such as alcohol/substance to move towards achieving life goals.

Positive Image

- Imagine Alloa - 4 main streets in Alloa town centre and commercial premises upgraded
- Installation of significant public art
- Major marketing campaign across various Scottish regions showed improved perceptions of Clackmannanshire as a place to visit
- Invest in Clackmannanshire

4.0 EFFECTIVE ENGAGEMENT WITH CITIZENS

- 4.1 Within the community planning partnership in Clackmannanshire, there is a well-established approach to engaging with citizens. Some examples of this in 2010/11 include:

Clackmannanshire Third Sector Interface

- 4.2 The Clackmannanshire Third Sector Interface has now been established in Clackmannanshire as the main vehicle for supporting and representing the community and voluntary sector in Clacks. Clackmannanshire has recently established its Third Sector Interface which will boost the strengths of voluntary and community activity in Clackmannanshire. The Third Sector Interface will be the single representative contact for the all voluntary and community groups in Clackmannanshire, and will support local communities in developing local community planning. CTSI will be fully involved in all levels of Community Planning in Clackmannanshire, participating at the Clackmannanshire Alliance and partnership teams.

Public Partnership Forum (PPF)

- 4.3 The PPF supports wider public involvement in planning and decision making through recruiting new members to the forum. The forum has more than 400 names on its membership list and all of these members received regular information about the PPF and about opportunities to be involved in shaping services such as Clackmannanshire Healthier Lives and influencing decision making, e.g. transport planning to the new Forth Valley Hospital. Members hear about a wide range of health and other services and are able to comment directly to officers from these services, to ask questions and make suggestions they think are relevant. Services are able to ask for feedback and comments to improve service delivery.

Supporting Community/Local Priorities

- 4.4 The Community Safety Partnership continued to support its small grants scheme for grass-roots community activity to address community safety. The grants are designed to allow opportunities for community-led activities which meet local needs. The grant has shown it can both meet a community need and raise awareness of the relationship between the Community Safety Partnership and the community.

Recognising Champions

- 4.5 Anna Forbes was named Citizen of the Year 2010 at the seventh annual Clackmannanshire Awards in recognition of her dedication to the Alloa community. Anna who is a member of the Clackmannanshire Alliance and chair of the Joint Community Council Forum has been recognised for her work in community engagement and representing communities in Alloa.
- 4.6 In addition, this year the Community Safety Partnership formally recognised community volunteers who have performed a significant service to the community in the interests of community safety by establishing an award scheme to recognise such work. The first Certificate of Merit was awarded in November 2009.

Consulting Communities

- 4.7 The 7th survey 'Families and Lifestyles in Clackmannanshire' provided information from the community on:
- Clackmannanshire and Alloa Town Centre
 - Families and Young People
 - Crime, Fear of Crime and Internet Safety
 - Adult and Child Protection
 - Health, Alcohol and Drugs
- 4.8 The 8th Survey 'Attitudes to Clackmannanshire in 2011' focuses on:
- Voting and Democracy
 - Your local Community
 - PPR and Communication
 - Health and Wellbeing
 - Volunteering
- 4.9 An equivalent panel for our business partners was established in early 2010 and the first survey used to gain a better understanding of business perceptions of the economic climate and progress in redeveloping Alloa town centre.

Community Involvement in Strategic Decision-Making

- 4.10 The people and communities of Clackmannanshire are core members of the Alliance and are represented on all formal Alliance structures, including the various Partnership Teams.
- 4.11 Community partners were engaged at an early stage to develop the revised Clackmannanshire's community plan. Through a process undertaken over a series of meetings, their input helped determine the language, content and style of the final document to ensure that it is accessible to the community as well as to statutory bodies.

APPENDIX 1 - PROGRESS TOWARDS OUR PRIORITY OUTCOMES IN 2010/11

Clackmannanshire's priority outcomes are consistent with, complementary to, and supportive of, the 15 national outcomes which are set out in the national performance framework

The relationship between the Clackmannanshire priority outcomes and the national outcomes and indicators is set out in the table below.

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

NATIONAL OUTCOMES AND ASSOCIATED CLACKMANNANSHIRE PRIORITY OUTCOMES - 15 NATIONAL OUTCOMES and beneath them the associated CLACKMANNANSHIRE PRIORITY OUTCOMES				
1. We live in a Scotland that is the most attractive place for doing business in Europe	2. We realise our full economic potential with more and better employment opportunities for our people	3. We are better educated, more skilled and more successful, renowned for our research and innovation.	4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	5. Our children have the best start in life and are ready to succeed
The area has a positive image and attracts people and business	The area has a positive image and attracts people and business	People are better skilled, trained and ready for learning and employment	People are better skilled, trained and ready for learning and employment	Vulnerable people and families are supported
The environment is protected and enhanced for all	People are better skilled, trained and ready for learning and employment		Our communities are more cohesive and inclusive	Health is improving and health inequalities reducing
				Substance misuse and its effects are reduced
6. We live longer, healthier lives	7. We have tackled the significant inequalities in Scottish society	8. We have improved the life chances for children, young people and families at risk.	9. We live our lives safe from crime, disorder and danger	10. We live in well-designed, sustainable places where we are able to access the amenities and services we need
Vulnerable people and families are supported	Our communities are more cohesive and inclusive	Vulnerable people and families are supported	Our communities are safer	The environment is protected and enhanced for all
Substance misuse and its effects are reduced	Vulnerable people and families are supported	Substance misuse and its effects are reduced	Substance misuse and its effects are reduced	Our communities are safer
Health is improving and health inequalities are reducing	Health is improving and health inequalities are reducing	Health is improving and health inequalities are reducing		
The environment is protected and enhanced for all		Our communities are safer		
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	12. We value and enjoy our built and natural environment and protect it and enhance it for future generations	13. We take pride in a strong, fair and inclusive national identity	14. We reduce the local and global environmental impact of our consumption and production.	15. Our public services are high quality, continually improving, efficient and responsive to local people's needs
Our communities are more cohesive and inclusive	The environment is protected and enhanced for all	Our communities are more cohesive and inclusive	The environment is protected and enhanced for all	Improved quality of public services
Substance misuse and its effects are reduced	The area has a positive image and attracts people and businesses			

Abbreviations

BTS	Below Tolerable Standard	PROMIS	PRocurement Management Information System
CHL	Clackmannanshire Healthier Lives	PPR	Public Performance Reporting
CRFRS	Central Scotland Fire and Rescue Service	QIO	Quality Improvement Officer
CSO	Community Service Order	SCQF	Scottish Credit & Qualifications Framework
MCMC	More Choices, More Chances	SHQS	Scottish Housing Quality Standard
MWh	Mega Watt hours	SEEMIS	Strathclyde Educational Establishment's Management Information System (originally, but now this system is used by all local authorities)
NHS	National Health Service	SPI	Statutory Performance Indicator

Report to: Scrutiny Committee

Date of Meeting: 8th September 2011

Subject: Council Housing: Winter Maintenance & Malicious Damage

Report by: Head of Community & Regulatory Services

1.0 Purpose

- 1.1. As requested by Scrutiny Committee in January 2011 this report advises the committee on the approach taken by Housing and the Property Contracts Unit with regard to winter maintenance of Council housing. The report also, as agreed at Scrutiny Committee, discusses the policy and practice taken by Housing with regard to malicious damage of Housing Revenue Account (HRA) property.

2.0 Recommendations

- 2.1. Scrutiny Committee is asked to note the planned management actions summarised in this report in line with the approved Housing Revenue Budget 2011/12 and Capital Programme 2011/12.

3.0 Considerations

- 3.1. As reported to Council in February 2011, Facilities Management will conduct a financial review this year of the Council's housing repairs service and report back to Council. The review is considering a full range of factors including the costing structure and efficiency improvements that can be delivered through management actions. The analysis will be done by challenging all costs of repairs, including central support provision.
- 3.2. The Council is required to review and approve the 30 year HRA Financial Business Plan for the next planning period of 2013-18, in 2012. This will involve detailed consultation with tenants and interested individuals to give full consideration to recent legislative updates affecting housing services. The financial review of the housing repairs service by Facilities Management will be integral to the HRA financial business plan review.

Winter Maintenance

- 3.3. In February 2011, Council approved an additional budget provision for HRA repairs and maintenance of £300K for 2011/12 to take account of the severe weather. The HRA draft final management accounts for 2010/11 show that although the additional winter maintenance contributed to the overall budget overspend of Repairs and Maintenance, the impact was reduced due to strict management cost controls. The actual overspend on Repairs and Maintenance was £26,899, which is 0.6% of the total £4.5M budget provision.
- 3.4. In common with many front line services, the last two winters have placed significant pressure on housing and the repairs service. Close partnership working by Housing and the Property Contracts Unit (PCU) in recent years, has delivered an accessible and highly responsive service to tenants whilst consistently improving on performance targets and controlling costs. The winters of 2009/10 and 2010/11 have been two of the coldest ever recorded in the UK and this is reflected in the number of jobs we have had to respond to and the type of work required.
- 3.5. Analysis shows that since 2008, demand for repairs during the winter months has increased. There was a 75% increase in the number of high priority jobs handled between 26 November 2010 and 29 December 2010 (2,351 jobs), compared with the same period in 2009 (1,339 jobs). The 2009 response to priority jobs for November and December had already represented a significant increase on the corresponding period in 2008.
- 3.6. In total over the last three winters 2008 to 2011 in the months November to January, Property Contracts Unit have had to deal with priority jobs totalling in excess of 9,000, of which December 2010 accounts for a fifth of that total (1900 jobs), given the severity of the conditions experienced. It is worthy of note that our performance in responding to these emergencies last winter remained strong and only suffered a minor dip in relation to repairs completed on target timescale in December 2010, despite the challenging conditions the trades and housing staff were working through. Overall performance for all categories of repairs in 2010/11 has remained above target. Some other social landlords took the decision to only process emergency repairs during the severe winter weather but Clackmannanshire Council did not take this decision allowing our partnership management approach to deliver excellent customer results.
- 3.7. As part of the implementation of the new Housing Business Management System (HBMS) Housing and Property Contracts Unit staff will work together to improve service delivery to council tenants. This will include streamlining of processes, developing an appointments system for tenants, improved budget management information, which will contribute to the delivery of further efficiencies whilst maintaining performance results. The new system will also provide easy access to information for all staff and direct call operatives to ensure that tenants are reminded of their responsibilities. This will ensure that we continue with our consistent approach when serving tenants and that support and intensive housing management is provided where required.
- 3.8. During the period of high demand for priority repairs last winter, housing staff dealt with a number of challenging tenancy management and property issues, including arranging emergency and mid to long term temporary

accommodation. The cost to the HRA of the emergency bed and breakfast accommodation for tenants whose properties were uninhabitable as a result of the severe weather was £8,800. In addition to this staff provided help and assistance to vulnerable and elderly tenants to help them cope in their tenancies, issued bottled water to tenants where water supplies were unavailable, and project managed major repair cases some of which included negotiation and decisions in cross tenure situations.

- 3.9. We have a number of measures in place to protect property and to help tenants and residents prepare for winter weather conditions. This includes additional void management practices, heightened publicity and tenant communication and improvements to specifications for capital investment work. Our void management procedures include the requirement to arrange drain downs at the start of the winter period to minimise the risk of damage to our properties as a result of frozen pipes and flooding. However, some void properties were still affected by burst pipes from neighbouring owner occupied and tenanted properties.
- 3.10. Before and during each winter period we include information for tenants and residents in publications and on our website highlighting suggestions on how to keep warm, how to be safe in severe weather and what to do in an emergency. We also promote the importance of all tenants having adequate contents insurance to protect against loss of personal belongings, and the next issue of the Council's View Newsletter will publicise details of our current scheme. We also ensure that all information we provide to our tenants is in line with the Scottish Government winter weather radio broadcast campaign, and provide regular updates on Clacksweb, Facebook and Twitter as well as information in the View Newsletter. The updating of the Council's social media sites proved invaluable during the severe weather, as it meant we could get messages out to tenants instantly.
- 3.11. In addition to this, a Council wide task team has been established with membership from key frontline services to explore the lessons learned from last year. The housing service front line review group will report its findings of last winter's response, and advise on improvement actions to this task team. This will ensure our collective response can meet the challenge if future winters are as severe. This will include coordination of communication and information to tenants and residents and further promotion of the Council's energy efficiency service to help reduce the impact of fuel poverty.

Malicious Damage to HRA property

- 3.12. Under the terms of the Housing (Scotland) Act 2001, the Scottish Secure Tenancy Agreement sets out the rights and responsibilities of tenants and the Council as, Social Housing Landlord. The Tenancy Agreement includes details of the tenant's responsibilities in relation to looking after their property and sustaining their tenancy.
- 3.13. It states that the tenant 'must take reasonable care to avoid risk of danger or damage to the house' and under the section 'Respect for Others' the tenancy agreement states that 'you, those living with you and your visitors must not harass or act in an anti-social manner'. It goes on to define 'anti-social' as causing or likely to cause alarm, distress, nuisance, annoyance, or damage to property.

- 3.14. Landlords must act fairly in all matters connected with a tenancy and must have clear evidence before proceeding with any action against the tenant. Detailed investigations are often required and may not always result in sufficient evidence to support proceeding with any action against a specific individual, to enforce tenancy conditions. Under the Housing (Scotland) Act 2010 there is a statutory requirement for social housing landlords to identify the need for and provide support to tenants who are vulnerable before taking enforcement action.
- 3.15. Under current legislation, the landlord can proceed with court action to seek recovery of possession of the tenancy but only if there is clear substantiated evidence of at least two occasions of anti-social behaviour as defined under the terms of the Housing (Scotland) Act 2001. The ultimate penalty is eviction and as a statutory housing authority we may have a duty to re-house some tenants following eviction.
- 3.16. The requirement to prevent homelessness and sustain tenancies and communities requires a heightened focus on resources to deliver enhanced intensive housing management and housing support services to help tenants to adhere to their tenancy conditions and to maintain their tenancies. The focus is to work with tenants to help and support them and to reduce incidents of 'anti-social' behaviour.
- 3.17. In addition to HRA void turnover costs the homeless service also has its own separate turnover of an average 10 properties a month in homeless temporary accommodation. The process for action in recovery of possession is broadly similar to the HRA even though the occupant does not yet have a Scottish Secure Tenancy. It is a process centred upon support, advice and evidence gathering. The funding of repairs to homeless property is recovered through homeless rents which are paid into the General Fund. The nature of the client group within homeless temporary accommodation is such that many present with high levels of vulnerability and often complex support needs. Some occupants of homeless property will have an assessed need by Social Services such as those within the broader mental health arena or criminal justice process. It is estimated that up to 5% of void property may have higher than normal repair costs and recovery of this is again hampered by the transient nature of the client group.
- 3.18. In some cases resulting in malicious damage, incidents come to our attention by means other than a specific report that identifies the alleged perpetrator of the anti-social behaviour. In some cases, for example, vandalism such as broken windows to a tenant's house or damage due to an attempted break-in, tenants are required to report incidents to the police to obtain a crime reference number. This can enable us to recover the cost of repairing the damage by way of our buildings insurance. We can also recover the cost of damage to HRA property as a result of vandalism such as graffiti on a common close, through our insurance.
- 3.19. The above costs for winter maintenance and general repairing expenses form part of Clackmannanshire Councils HRA overall repairs maintenance expenditure, the budget for which is set in line with the councils stock retention business plan. These overall costs are expressed as costs per house and for the financial year 2009/10 Clackmannanshire Council was the

5th lowest of all landlord Scottish Local Authorities. Our cost per house was £915 in 2009/10 compared with a Scottish Local Authority average of £1,103.¹

Repairs and Maintenance (R&M) Spending (£ per house per year) 2005/06 to 2009/10:

Year	05/06	06/07	07/08	08/09	09/10
Clackmannanshire R&M Cost Per House	787	807	836	837	915
Scottish LA's Average R&M Cost Per House	966	995	1,052	1,072	1,103
Clackmannanshire Rank (1 = lowest)	6	6	4	5	5

3.20. Insurance claims are processed for incidents of malicious damage, burst pipes and fire damage. The amount received in a year may not directly correlate to the claims received in that year.

4.0 Sustainability Implications

4.1. We work with our partners to ensure a consistent high standard is achieved in all our properties in our communities.

5.0 Resource Implications

5.1. Financial

5.2. As set out in the report.

5.3. Staffing

5.4. As set out in the 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 ☒)

¹ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Housing-Regeneration/HSfS/HRATables>

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 type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(2) Council Policies (Please detail)

Housing Stock Retention Policy 2006

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 None

11.0 Background Papers


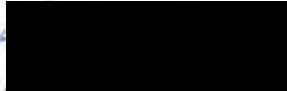
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Kenny Hutton	Service Manger, Regeneration	2472

Approved by

NAME	DESIGNATION	SIGNATURE
John Gillespie	Head of Community and Regulatory Services	
Garry Dallas	Director of Services to Communities	



**Clackmannanshire
Council**

www.clacksweb.org.uk

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

SCRUTINY COMMITTEE

TUESDAY 27 SEPTEMBER 2011

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.

Contact Finance and Corporate Services, Clackmannanshire Council, Greenfield, Alloa, FK10 2AD
Tel 01259 452106 Fax 01259 452230 Email customerservice@clacks.gov.uk www.clacksweb.org.uk

Date	Time
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Scheme of Delegation: Duties and Responsibilities Delegated to Committees

The Scrutiny Committee Role

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

- (1) Monitoring the performance of services against agreed standards, targets and budgets.
- (2) In accordance with Following the Public Pound, monitoring the performance of arms-length and external organisations that receive funds from the Council to provide important services to the public, or to provide social benefits.
- (3) Promoting internal control by the systematic appraisal of the Council's risk management processes.
- (4) Initiating or undertaking reviews as approved by the Council.
- (5) Receiving periodic reports which review the position against the standards and targets set out in documents such as the Corporate Plan and the annual budget.
- (6) Receiving the following reports and accompanying analysis:
 - draft annual public performance reports prior to their publication.
 - external audit reports and action plans resulting from such
 - internal audit update reports and action plans resulting from such
 - balanced scorecards (key performance indicator reports)
 - performance indicators submitted annually to Audit Scotland
 - summary reports of all comments and complaints, and
 - internal audit results of investigations
- (7) Considering and monitoring the operational and strategic internal audit plans and reviewing internal audit performance.
- (8) Monitoring and reviewing actions taken on internal and external audit recommendations.
- (9) Monitoring progress on service inspection action plans
- (10) Agreeing an annual scrutiny plan (approved by the Council) that includes service and policy review proposals being:-
 - items or issues identified by the Scrutiny Committee
 - items referred to the Scrutiny Committee by the Administration and/or Opposition
 - items referred by the Council directly to the Scrutiny Committee
 - items referred to the Scrutiny Committee from other stakeholders such as partner agencies.
- (11) Reports on review will be submitted to the Scrutiny Committee who may refer them to the Council for further consideration.