



**Clackmannanshire
Council**

www.clacksweb.org.uk

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

Resources and Audit Committee

Thursday 4 October 2012 at 10.00 am

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

| | |
|------|------|
| Date | Time |
|------|------|

RESOURCES AND AUDIT COMMITTEE

Resources

- scrutiny of corporate budgets, financial performance and asset management
- scrutiny of decision-making of other Standing Committees and the Council, with the ability to call in decisions (inc Council)
- initiate or undertake scrutiny reviews
- monitor the performance of the organisation against agreed outcomes, standards and targets
- scrutiny of community planning and its effectiveness
- monitoring of service and financial performance of Finance & Corporate Services
- oversee the development and implementation of frameworks for managing Council resources and the development and application of the Council's governance framework
- ensure systematic appraisal of the Council's control environment and framework of internal control, particularly via monitoring and review of the Annual Governance Statement

Audit

Receive the following reports and accompanying analysis:

- external audit reports and action plans resulting from such
- internal audit update reports and action plans resulting from such
- internal audit results of investigations
- Annual Statement of Accounts

Consider and monitor the operational and strategic internal audit plans and reviewing internal audit performance.

Monitor and review actions taken on internal and external audit recommendations.

Promote internal control by the systematic appraisal of risk management processes, including corporate risk strategy and risk management procedure.

27 September 2012

A MEETING of the RESOURCES AND AUDIT COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 4 OCTOBER 2012 at 10.00 am.

**David Thomson
SOLICITOR, LEGAL SERVICES**

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RESOURCES AND AUDIT COMMITTEE – MEMBERS (Committee Quorum 4)

Councillors

Wards

| | | | | | |
|------------|------------------|-----------------------|---|--------------------------|------|
| Councillor | Archie Drummond | (Convenor) | 2 | Clackmannanshire North | INDP |
| Councillor | Gary Womersley | (ex officio - voting) | 3 | Clackmannanshire Central | SNP |
| Councillor | Jim Stalker | | 1 | Clackmannanshire West | LAB |
| Councillor | Bobby McGill | | 2 | Clackmannanshire North | LAB |
| Councillor | Donald Balsillie | | 2 | Clackmannanshire North | SNP |
| Councillor | Janet Cadenhead | | 4 | Clackmannanshire South | LAB |
| Councillor | Craig Holden | | 4 | Clackmannanshire South | SNP |
| Councillor | Kathleen Martin | | 5 | Clackmannanshire East | LAB |

Report to **Resources & Audit Committee**

Date of Meeting: **4th October 2012**

Subject: **2011/12 End of Year Key Performance Indicator Report**

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

1.0 Purpose

- 1.1. This report provides the Resources & Audit Committee with performance data on the Corporate Key Performance Indicators from 1st April 2011 to 31st March 2012. Some indicators in this report are specified Statutory Performance Indicators and have been reported to Audit Scotland. Public Performance Reports will be provided in 'Clackmannanshire View' throughout the year.
- 1.2. Key Performance Indicators are provided at the half year and full year stages. Our performance management arrangements continue to be subject to development and improvement, along with our use of the Covalent Performance Management System.

2.0 Recommendations

- 2.1. It is recommended that Committee reviews the report, then comments and challenges, as appropriate.

3.0 Considerations

- 3.1. Guidance on terminology and symbols is contained in Appendix A. Detailed performance information and a summary table for each Corporate Priority Outcome are shown in Appendix B. Benchmark information for Statutory Performance Indicators (SPIs) and a summary chart of all Councils' performance are shown in Appendix C.
- 3.2. Appendix B shows that there was improved or consistent performance in almost three quarters of indicators in 2011/12 (61% in 2010/11). Five indicators achieved the best result possible (e.g. 100%) in both years. In 2010/11, declining performance was seen in a third of indicators, which has reduced to under a fifth in 2011/12.
- 3.3. Two thirds of indicators were green for target achievement (55% in 2010/11) and 7% were red (6% in 2010/11, see Appendix A for red/amber/green thresholds). Though there was a reduction in amber indicators (from 25% to 8%), there was a similar increase in those for which no target was set (from 13% to 20%). Whether targets are set, met and appropriate is assessed in

each service through Clacks Improvement Model (CIM) self-assessments and work is ongoing to improve this element of performance management.

- 3.4. Though benchmark data was only available for 45% of indicators, performance against benchmarks remains strong. Additional corporate sources of benchmark data were identified in 2011/12 and some services, such as Housing, are members of service-specific benchmarking groups. We performed above the Scottish average in 69% of indicators for which benchmark data was available. The final chart in Appendix C also demonstrates that we have moved from 5th to 3rd place in Scotland for overall performance across the range of Statutory Performance Indicators.
- 3.5. SOLACE, supported by the Improvement Service and the Directors of Finance, is currently developing a set of national benchmark indicators that will provide a range of cost and efficiency comparisons across all 32 councils. It is anticipated that the first benchmark report will be available by the end of December 2012.
- 3.6. This report provides summary analysis for each of the 9 corporate priority outcomes. Performance against measures under each of the priority outcomes are summarised at appendix B.

The area has a positive image and attracts people and businesses

- 3.7. This year's Clacks 1000 Citizens' Panel survey showed consistently high satisfaction with local neighbourhoods as a place to live, though there was a slight reduction in the cleanliness index. We also continued our excellent performance around graffiti and in removing all abandoned vehicles within target time to ensure that the area's positive image is maintained.
- 3.8. A number (64%) of indicators around attracting people and businesses to the area improved, including visits to museums, dealing with consumer complaints and business advice requests within target times. Invoice payment within target times also improved and performance was above target, however, the result was still below last year's Scottish average.
- 3.9. Challenging housing market conditions are reflected in us not achieving our target for new house completions, however, an improvement was made on last year's result. A very slight overall decline was seen in processing planning applications within target times though we have been within the top 3 performing councils in this area of work for over 10 years.

Our communities are more cohesive and inclusive

- 3.10. Housing services have prioritised the 2 most urgent categories of housing repair, where improvements were seen, mirrored in slight declines in the other 2 categories. Suitable housing has been identified as a key factor in relation to social inclusion and we have performed consistently above the Scottish average for many years in housing repairs.
- 3.11. The Scottish Housing Quality Standard (SHQS) is similarly relevant to this outcome, where we have, again, achieved positive results above last year's Scottish average. We also continue to perform above the Scottish average

for Council buildings (from which public services are delivered) that are suitable and accessible to disabled people.

- 3.12. As the largest employer in the area, the Council's policies on inclusion can be greatly influential to Clackmannanshire. Though there was an increase in staff who feel the Council is an equal opportunities employer, there was a slight decline in those who feel they have equal access to development opportunities. A decline was also seen in staff completing equalities forms, which will be addressed by current system development work, and the implementation of legislative changes. We are likely to retain our top quartile rankings for women in the top 2 and 5% of Council earners.

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

- 3.13. Perceptions of our schools have improved, with particularly high levels of satisfaction with primary schools. Audit bodies have also demonstrated confidence in our work towards this outcome, with all pre-school centres receiving positive inspection reports. As a reflection of the current economic situation, school leavers going into positive destinations has declined, though mechanisms are in place to prevent further decline.
- 3.14. There was a 5% decline in visits to libraries, where we were ranked 3rd in Scotland last year, and which will be addressed by offering additional services, events and classes. A steadily increasing trend in use of learning access points has been achieved through the IT tutor offering more classes and assistance. A baseline figure for satisfaction with adult-based learning has been obtained from a Clacks 1000 survey and work with the Community Learning & Development (CLD) Partnership will improve this in future years.
- 3.15. Performance against teacher sickness absence and learning and development opportunities for staff have shown a deterioration. Systematic deployment of the Maximising Attendance Policy, should make a positive impact on teachers' sickness absence performance in time, and implementation of the corporate training budget and development of the People Strategy should positively impact on Learning and Development opportunities.

Our communities are safer

- 3.16. Road maintenance improvements can be seen in all classes of road, where we are also performing marginally better than the Scottish average. There was also a reduction in people killed or seriously injured as a result of road collisions. Street light repairs completed within target times also improved, and processes are in place to ensure that faults are prioritised effectively.
- 3.17. Awareness-raising has been completed in relation to domestic noise, with a significant improvement for complaints requiring attendance. Performance was consistent for those dealt with under the Antisocial Behaviour Act, with an average response time of 18 minutes, ranked 2nd place last year. Though joint police and community warden patrols deteriorated, further work will ensure that trends and targets are accurate and achievable.
- 3.18. Excellent performance continues in high risk food safety inspections for the 5th consecutive year. We were very close to our targets for the new criminal

justice indicators on Community Payback and when further trend and benchmark data is available a fuller analysis will be possible, though indications are that we are performing above the Forth Valley average.

Vulnerable people and families are supported

- 3.19. Overall, this outcome showed the best results for improving trends and target achievement. We reduced the average time to process benefits applications, as well as the cost per case. We were ranked 9th for this indicator last year so this improvement is likely to return us to the top quartile (the top 8 Councils).
- 3.20. Improvements can be seen in virtually all indicators relating to homelessness. The exception to this was the average time homeless people spend in temporary accommodation, where an increase was due to a lack of appropriate permanent accommodation. Improvements across the range of homelessness indicators can be attributed to successful local and national preventative action, meaning resources can be focussed on complex cases.
- 3.21. Improvements can also be seen in perceptions of Social Services, as well as in the percentage of people over 65 receiving home care. Targets were also met, and improvements made on the number of home care hours provided, and in the 3 different types of care provided. Further improvement can also be seen in people for whom community care assessment targets were met.
- 3.22. One area of decline was the average moves experienced by Looked After and Accommodated Children. The comments on this indicator explain that, though moving as little as possible is a priority, it may not be the highest priority in relation to the needs of the individual. Improvement can be seen in reports submitted to the children's reporter within target times and consistently excellent performance was reported for children with a supervision requirement being seen by a supervising officer within target times.

Substance misuse and its effects are reduced

- 3.23. Though improvements were seen in relation to perceptions of drugs and alcohol in the area, we did not meet our ambitious targets for these indicators. We are also very close to completing all smoking regulation inspections within target times and performed consistently for inspections of tobacco sales regulations. The Association for Public Service Excellence (APSE) are currently investigating a number of areas of Regulatory Services for potential future benchmarking activity to provide fuller analysis of performance.

Health is improving and health inequalities are reducing

- 3.24. Citizens' perceptions in relation to their health are improving, and though this was above target for mental/emotional wellbeing, we were slightly below target for general health. A very strong result was reported for meeting timeframes for initial mental health appointments, which was the highest result for 5 years. We also continued our excellent performance in relation to delayed discharge from hospital, with no clients waiting more than 6 weeks.
- 3.25. Price and lack of marketing have been identified as factors contributing to a decline in visits to swimming pools, which is now being addressed with open days, free sessions for new customers and reduced prices. Similar initiatives

proved more successful in indoor sports facilities, where the number of visits increased in 2011/12. We have been ranked in the top quartile (the top 8 Councils) in this area for at least 5 years, and were ranked 7th last year.

- 3.26. An SHQS criterion relevant to this outcome is houses that are 'healthy, safe and secure'. Similarly to a number of other SHQS indicators, performance improved and continues to be above the Scottish average.

The environment is protected and enhanced for all

- 3.27. Though it was shown in outcome 1 that we were below target for new house completions, what did improve was the proportion of these that were on brownfield land. There was a significant increase on the last 2 years' results, which is of benefit to both the environment, and the housing sector. Another SHQS criteria looks at whether houses are energy efficient where, again, we improved to nearly 100%, and are significantly above the Scottish average.
- 3.28. We were in the top quartile for 3 of the 4 waste management performance indicators in 2011/12, and can also demonstrate improvement on an already high level of customer satisfaction with this service. Collection and disposal costs increased due to increased taxes and providing the additional food waste service, however, efficiencies elsewhere minimised these increases. Despite being ranked first in Scotland for many years for recycling, we have improved yet further, and may be the first Council in Scotland to report having recycled over half of our annual waste.
- 3.29. As well as advising and assisting others in the area to be aware of sustainability issues, it is important that the Council monitors its own performance in areas such as CO₂ emissions. We made improvements in CO₂ emissions through both gas and electricity consumption, though there was a slight increase in emissions through water consumption. We did, however, meet our targets for all 3 categories.

The Council is efficient, effective and recognised for excellence

- 3.30. There was a slight decline in Councillor enquiries resolved within target times, and we were slightly below target. Satisfaction levels improved for both the Community Access Points (CAPs) and contact centre, the latter possibly due to an increased percentage of calls being answered. Performance also improved in all 3 Clacks 1000 questions regarding the quality of public services, public agencies working well together, and opportunities for participating in local decision-making, though targets were not met.
- 3.31. We continue to perform well, on average, across the range of Statutory Performance Indicators (though these do not include indicators for all services). Appendix C shows that we improved from 5th to 3rd place for overall average ranking, and also met our challenging target. We are very close to the target for Freedom of Information (Fol) requests, and the Democracy team continue to publish performance levels to raise awareness of the importance of responding to requests within target times.
- 3.32. Continuous improvement has been demonstrated in our Procurement Capability Assessment (PCA), and targeted areas for improvement have been identified. A process change resulted in a significant improvement in Council

tax collected within the year (all Councils collected between 92% and 98% last year so a 2% increase is significant in this case). Significant improvement was also seen in the cost of Council tax collection, where the value was less than that achieved by the 2nd ranked Council last year.

- 3.33. The Council's efficiency is also demonstrated by improved housing relet times, and less rent lost due to empty properties, where we have been ranked in the top quartile for 4 consecutive years. Mixed performance can be seen in indicators regarding tenant arrears, and a number of mechanisms are now available to help us support people to prevent arrears and help manage repayment, as well as tracing tenants who leave in arrears.
- 3.34. In Facilities Management indicators on the condition and suitability of Council buildings, there was an improvement on one, and a very slight decline on the other, though both are still above the Scottish average. The refurbishment and rationalisation of buildings continues, the success of which can be seen in a reduced cost per square metre, despite increased utility and maintenance costs. Changes to the Council's budget monitoring and ongoing restructuring have also contributed to a surplus of £3.9m, including efficiency savings that have been realised earlier than expected.
- 3.35. Staff turnover has reduced for the last 2 years, as would be expected in the current employment climate. Sickness absence for local government employees (excluding Teachers - see outcome 3) improved, though it is perhaps too early to understand the impact of the Maximising Attendance Policy. We were ranked 2nd for this indicator in 2010/11.
- 3.36. Improvements can be seen in a number of staff survey indicators. Corporate results are shown here, and segmented results for each service have been provided to the Corporate Management Team. Results are also analysed by different equalities criteria, and Directors and Heads of Service are currently prioritising and addressing issues in their respective services.
- 3.37. Overall, these results demonstrate an extremely positive picture of performance across Clackmannanshire Council. Audits, self-assessments and ongoing analysis provides valuable insight into areas requiring attention, both in the scope and relevance of our indicators, as well as in actual performance levels. The organisation's performance management culture continues to develop and training is being provided for services in the Covalent system and wider performance management framework. The development of appropriate indicators and improvement actions remains a key focus of the Strategy & Performance team, and the Resources & Audit Committee will continue to be involved in that process.

4.0 Sustainability Implications

- 4.1. No direct sustainability implications.

5.0 Resource Implications

- 5.1. *Financial Details*

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

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

5.4. *Staffing*

5.5. No direct staffing implications.

6.0 Exempt Reports

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

7.0 Declarations

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

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

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

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

Our communities are safer

Vulnerable people and families are supported

Substance misuse and its effects are reduced

Health is improving and health inequalities are reducing

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix A - Guidance & Notes

Appendix B - 2011/12 Corporate End of Year Performance Report

Appendix C - Statutory Performance Indicator Report

11.0 Background Papers



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

Yes (please list the documents below) No













Author(s)

| NAME | DESIGNATION | TEL NO / EXTENSION |
|-----------------|-----------------------------------|--------------------|
| Judi Richardson | Performance & Information Adviser | 2105 |

Approved by

| NAME | DESIGNATION | SIGNATURE |
|-----------------|--|--|
| Stuart Crickmar | Head of Strategy & Customer Services |  |
| Nikki Bridle | Director of Finance & Corporate Services |  |

Appendix A - Guidance & Notes

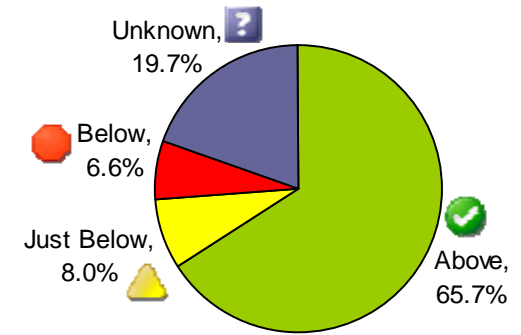
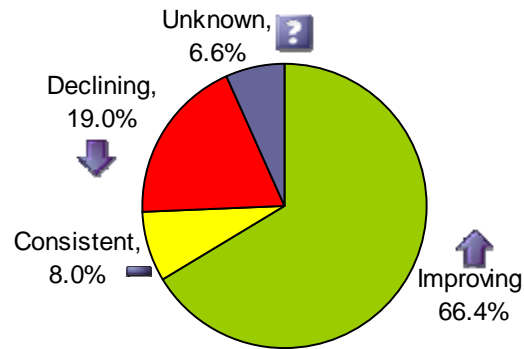
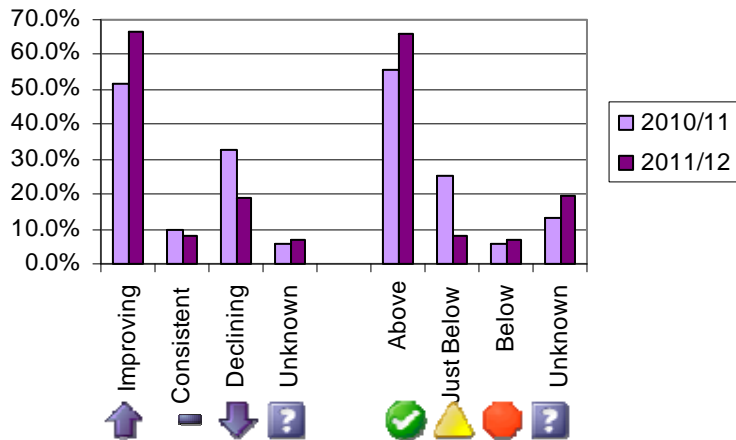
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| Performance Indicator | The description of the indicator. Indicators in bold are specified Statutory Performance Indicators and are reported to Audit Scotland annually. For all staff survey indicators, the percentage shown is staff responses of Strongly Agree or Agree (the 5 answer options were Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree). |
| Management Comments & Actions | Managers' comments regarding the causes of strong performance and changes that have been effective. Actions that are already planned that will improve performance, and/or remedial action that will be taken specifically to address problems and improve performance are also provided. |
| Compared to Last Year | This shows whether performance levels have gone up or down - we would aim to have an upwards arrow for all indicators. In some indicators, such as costs, we want the actual values to go down, but we'd still aim for an upwards arrow as this shows performance improving. For most indicators this represents the annual change from 2010/11 to 2011/12. Others run a year behind, such as in Education where data for the 2011/12 academic year is not yet available.  Performance has improved  Performance is consistent  Performance has declined  No comparison is available, as either the previous data has not been provided, or the indicator has been changed or newly introduced. |
| Compared to Target | This is calculated by comparing the current reported value to the target and tolerance. The tolerance level varies for different indicators but most will be amber if between 5 and 15% below target, and red if more than 15% below.  Performance is meeting or exceeding the target  Performance is worse than the target but within tolerance  Performance is worse than the target and outwith tolerance  A target has not been set or entered onto Covalent |
| Value | The performance level achieved by Clackmannanshire Council in the time period shown. |
| Target | The target set by the service for the time period shown. |
| Scottish Average | The benchmark group average - for most indicators with benchmark data, this is from the Statutory Performance Indicators published annually by Audit Scotland on all 32 Scottish Councils. In a few cases, other benchmark groups are used (such as the Forth Valley average for Criminal Justice). Clackmannanshire Council and the Improvement Service are leading on the development of a public sector benchmarking group to improve the range of benchmark data. |
| Ranking (Appendix C) | Our position in relation to other Scottish Councils, based on the Statutory Performance Indicator data published annually by Audit Scotland. 1 st place is the best ranking and 32 nd is the worst, so the lower the number, the better we've performed in comparison to others. |
| Quartile (Appendix C) | 4 groupings of the rankings, showing an overview of performance in comparison to others.  Top quartile - 1 st to 8 th place rankings  2 nd quartile - 9 th to 16 th place rankings  3 rd quartile - 17 th to 24 th place rankings  Bottom quartile - 25 th to 32 nd place rankings |

Abbreviations:

| | | | |
|-----------------|---|------|---|
| AA | Activity Agreement | HR | Human Resources |
| CAP | Community Access Point | liP | Investors in People |
| CLD | Community Learning & Development | NHS | National Health Service |
| CMT | Corporate Management Team | PCA | Procurement Capability Assessment |
| CO ₂ | Carbon Dioxide | PI | Performance Indicator |
| CPO | Community Payback Order | PRD | Performance Review & Development |
| CSE | Customer Service Excellence | Q3/4 | Quarter 3 or 4 (Oct to Dec or Jan to Mar) |
| DDA | Disability Discrimination Act | SHQS | Scottish Housing Quality Standard |
| FFVCJA | Fife & Forth Valley Community Justice Authority | SLDR | Scottish Leaver Destinations Return |
| H&S | Health & Safety | SOA | Single Outcome Agreement |
| HB | Housing Benefit | SPI | Statutory Performance Indicator |

Appendix B - Corporate End of Year Performance Report

| Corporate Priority Outcome | Compared to Last Value | | | | Compared to Target | | | | Total Indicators* |
|---|------------------------|----------------------|-----------------------|---------------------|-----------------------|----------------------|---------------------|-----------------------|-----------------------|
| | ↑ | - | ↓ | ? | ✓ | ⚠ | ✖ | ? | |
| 1. The area has a positive image and attracts people and businesses | 9 | 2 | 3 | | 12 | 1 | 1 | | 14 |
| 2. Our communities are more cohesive and inclusive | 7 | 3 | 6 | 2 | 12 | 1 | | 5 | 18 |
| 3. People are better skilled, trained and ready for learning and employment | 4 | | 5 | 3 | 4 | 1 | 2 | 5 | 12 |
| 4. Our communities are safer | 9 | 2 | 1 | 2 | 11 | 1 | 1 | 1 | 14 |
| 5. Vulnerable people and families are supported | 17 | 1 | 2 | | 18 | 1 | 1 | | 20 |
| 6. Substance misuse and its effects are reduced | 3 | 1 | | | 2 | | 2 | | 4 |
| 7. Health is improving and health inequalities are reducing | 6 | 1 | 1 | 2 | 3 | 2 | | 5 | 10 |
| 8. The environment is protected and enhanced for all | 7 | | 3 | | 9 | | | 1 | 10 |
| 9. The Council is efficient, effective and recognised for excellence | 29 | 1 | 5 | | 19 | 4 | 2 | 10 | 35 |
| Overall | 91 (66.4%) | 11 (8.0%) | 26 (19.0%) | 9 (6.6%) | 90 (65.7%) | 11 (8.0%) | 9 (6.6%) | 27 (19.7%) | 137 (100%) |



*Some outcomes have fewer indicators provided by the Council as greater contributions are provided by other Alliance partners (such as outcome 6 having significant input from the NHS and Police).

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

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|--|-----------------------|--------------------|-------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Visits to museums (per 1,000 population) | This indicator is calculated by using visitor numbers to various exhibitions, Doors Open Days, outreach activity and work with schools, public lectures and enquiries from the general public. We are just about to launch online access to the museum, archives and local history collections which will increase the number of customer visits/views. | | | 158 | 165 | 121 | | 1,782 | 161 | | 2,150 |
| Visits to museums that were in person (per 1,000 population) | | | | 157 | 163 | 119 | | 1,227 | 160 | | 1,341 |
| Local residents who rate their neighbourhood as a good place to live | Considerable development activity is ongoing at an Alliance and Council level, including CLD strategy development, ongoing work with the Joint Community Council Forum and support to Community Councils and groups in developing innovative approaches to community engagement and capacity building. | | | 89% | 97% | 89% | 91% | 89% | 89% | 91% | |
| All planning applications dealt with within two months (householder & non) | The figure is very marginally down on the previous year, but still exceeds the target figure. With the introduction of an average performance SPI for 2012/13, a number of older applications were brought to a decision in 2011/12. This may have contributed to the figure. | | | 88.7% | 80.0% | 89.0% | 80.0% | 66.4% | 94.6% | 80.0% | 62.6% |
| Householder planning applications dealt with within 2 months | The performance continues to improve on the previous year, and exceed the target figure. The customer service structure, and inclusion of a householder planning officer, contributes positively to this outcome. The objective will be to maintain this standard. | | | 95.9% | 90.0% | 94.9% | 90.0% | 82.7% | 95.9% | 90.0% | 79.9% |
| Non-householder planning applications dealt with within 2 months | Although the figure is marginally down on the previous year, it overwhelmingly exceeds the previous and probable current national average. An effective scheme of delegation has contributed to the performance standard. The increased customer use of the e-planning system, with the attendant demands of communication and engagement, has placed added pressure on staff resources. | | | 83.0% | 70.0% | 84.0% | 70.0% | 54.5% | 98.7% | 70.0% | 48.8% |
| New house completions | The 35 Ochil View Housing Association planned completions in 2011/12 at Greygoran and Todds Yard were delayed and will now complete around October 2012. We have intentions also to join the Local Authority Mortgage pilot aimed at supporting first time buyers to get the market moving, which will be decided through the Council approval process. | | | 29 | 170 | 26 | | | 50 | | |
| Building warrant applications responded to within 15 days | | | | 84.5% | 80.0% | 78.7% | 80.0% | | | | |
| Abandoned vehicles removed within 14 days | Performance has been maintained at 100%, aided by the declining numbers of cars being abandoned. | | | 100% | 80% | 100% | 80% | | 100% | 80% | |
| Consumer Complaints dealt with within 14 days | This is a combined figure for Stirling and Clackmannanshire. Continuing Commitment from the Trading Standards Team and commitment to provide quality advice within the relevant timescale whenever possible. There is a routine awareness raising about the SPI and now the figure is recorded on the monthly report and this is available to all staff. | | | 88.9% | 80.0% | 83.0% | 80.0% | 77.7% | 80.8% | 80.0% | 77.3% |
| Business Advice requests dealt with within 14 days of receipt | | | | 96.8% | 80.0% | 96.6% | 80.0% | 96.6% | 97.2% | 80.0% | 96.8% |



Improvement



Consistent



Decline



No comparison available









Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|--|---|---|---|-------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Street cleanliness index (on a scale of 1 to 100) | Although a reduction on last year's figure, the overall street cleanliness index figure is within target. |  |  | 74 | 74 | 78 | 74 | 74 | 74 | 70 | 74 |
| Streets surveyed that were found to have graffiti | A survey conducted by Keep Scotland Beautiful found that there was a reduction in the number of incidences of graffiti. |  |  | 5.6% | 10.0% | 9.5% | 11.0% | | 13.1% | 27.0% | |
| Invoices paid within 30 calendar days | The reason for the improvement is better communication between Creditors section & services, where services are advised more promptly of repeated occurrences of late submission of invoices. |  |  | 86.3% | 83.0% | 81.7% | | 89.5% | 87.5% | | 88.5% |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

2. Our communities are more cohesive and inclusive

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|--|---|-----------------------|--------------------|--------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| All housing repairs completed within target times | Although we experienced a dip in performance in 11/12, it is important to note that the outturn still represents a 20% improvement since 2007. The dip in this year's performance can be explained by the prioritisation of urgent and emergency repairs, which directly correlates with the Scottish Social Housing Charter outcome 14 acknowledging that there is a balance to be struck between the level of services provided and the cost of those services. | | | 94.5% | 94.3% | 95.9% | 94.5% | 93.3% | 94.3% | 93.5% | 93.1% |
| 'Emergency' housing repairs completed within 4 hours | Our consistently high performance in completing emergency and urgent repairs has continued to exceed target. In 11/12 only on 32 occasions did we unfortunately fail to complete an emergency repair within four hours against 7,000 customer requests for emergency work. | | | 99.6% | 99.0% | 98.9% | 98.6% | | 99.0% | 98.6% | |
| 'Urgent' housing repairs completed by the next day | In 2011/12 only on 20 occasions did we unfortunately fail to complete an urgent repair by the next day, against the 2,500 customer requests categorised as urgent work. | | | 99.2% | 99.0% | 99.1% | 98.0% | | 99.2% | 98.0% | |
| 'Weekly' housing repairs completed within 7 days | In 2010/11 having exceeded the target of 88.5% a new improved target of 92% was set for 11/12. We exceeded this target in eleven of the twelve months for weekly classified repairs. This positively resulted in an outturn of 94%. | | | 94.0% | 92.0% | 94.4% | 88.5% | | 92.3% | 88.5% | |
| '4 Week' housing repairs completed within 28 days | Although we experienced a dip in performance in 11/12, it is important to note that the outturn still represents as a 20% improvement on the 2007 performance. These repairs although not urgent are often complex in requiring a multi-trade response to complete the customer request. Therefore, it is on most occasions better for the work to be planned so that the full repair is completed in a single visit without unduly inconveniencing the customer. | | | 89.0% | 87.0% | 92.5% | 80.0% | | 89.1% | 80.0% | |
| Council housing meeting all Scottish Housing Quality Standard criteria (3 criteria below, others in outcomes 7 and 8) | The council have long term contracts in place for the remaining works through to March 2015 to attain this target. Key priorities still to be progressed is mainly common door controlled entry systems and modern facilities previously missed on earlier contracts. | | | 88.9% | 83.0% | 84.6% | 79.0% | 53.6% | 76.6% | 77.0% | 42.4% |
| Council houses that are of a 'tolerable standard' (SHQS) | Damp works carried out and structural upgrades completed to 6 properties across the stock. This included the demolition of an extension that failed to meet 'tolerable standard' and full refurbishment to reposition the standard amenities. | | | 100.0% | 100.0% | 99.2% | | 99.7% | 100.0% | | 99.5% |
| Council houses that are 'free from serious disrepair' (SHQS) | | | | 100.0% | 100.0% | 100.0% | | 91.8% | 100.0% | | 85.3% |
| Council houses that have 'modern facilities & services' (SHQS) | A total of 60 kitchens replaced through a kitchen replacement term contract with our internal PCU department. Furthermore a total of 60 bathrooms upgraded also. | | | 95.4% | | 98.4% | | 82.1% | 95.9% | | 73.3% |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|--|-----------------------|--------------------|--------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Council buildings that are suitable and accessible to disabled people | Specific Council buildings are now closed or being refurbished, such as the Speirs Centre and Alloa library. Improvements to Alloa Town Hall and Alva CAP have now been completed. | | | 73.9% | 75.0% | 73.1% | 75.0% | 64.9% | 73.3% | 70.0% | 60.5% |
| Racist graffiti removed within 4 hours | There were no reported incidents of graffiti reported during 2011/12. | | | 100.0% | 100.0% | 100.0% | 100.0% | | 100.0% | 100.0% | |
| Exclusions from secondary schools | Exclusions are now closely monitored as part of ongoing quality link activity. They specifically feature as part of annual performance visits. | | | | | 90 | 140 | | 219 | 140 | |
| Exclusions from primary schools | Exclusions are now closely monitored as part of ongoing quality link activity. They specifically feature as part of annual performance visits. | | | | | 24 | 30 | | 31 | 15 | |
| Staff survey - I feel that the Council is an equal opportunities employer | Work in both the areas of equalities and training & development, including the centralisation of training budgets and approval, will improve staff confidence in these areas, and the impact of these changes will be assessed in the 2012 staff survey. | | | 64.8% | | 61.9% | | | | | |
| Staff survey - I feel I have fair and equal access to development opportunities | | | | 50.0% | | 51.8% | | | | | |
| Employees who have completed equalities monitoring forms | HR are conducting a reconciliation exercise in preparation for the new HR/Payroll system, also bearing in mind the legislative changes to the requirements re Equalities Information they will be inviting all employees to complete the necessary returns to update the information held. | | | 72.6% | 74.0% | 75.2% | | | 72.9% | | |
| Women in the highest paid 2% of Council earners | A lot of preparatory work was carried out as part of single status and may also have something to do with our fair recruitment practices. | | | 54.8% | 51.2% | 54.8% | 51.2% | 39.5% | 39.5% | 35.0% | 38.4% |
| Women in the highest paid 5% of Council earners | | | | 52.6% | 51.2% | 49.5% | 50.0% | 46.3% | 45.5% | 50.0% | 45.4% |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

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

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|--|--|-----------------------|--------------------|---|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Visits to libraries (per 1,000 population) | There has been a slight drop on previous year. We have a service objective to increase the usage of our libraries by offering new and broader services eg. our events programme, reader development classes. We are also encouraging individuals and local groups to make greater use of library premises for wider community use. | | | 8,153 | 8,450 | 8,548 | 8,450 | 6,114 | 8,073 | 8,400 | 5,983 |
| Residents using learning access points | The figures are showing a continued upward trend for two reasons. One is the ever increasing popularity of computers for recreational and business use and the other is the number of classes (and ad hoc assistance) being delivered by the ICT Tutor, helping customers become more proficient and more able to use their ICT skills. | | | 19.2% | 19.0% | 19.0% | 17.0% | | 17.5% | 16.0% | |
| Local residents who state that they have had good experience of primary schools in the last year | The service places high value on the views and opinions of all stakeholders, this forms part of ongoing school improvement activity. | | | 97% | 95% | | | | 93% | 95% | |
| Local residents who state that they have had good experience of secondary schools in the last year | The service places high value on the views and opinions of all stakeholders, this forms part of ongoing school improvement activity. | | | 90% | 90% | | | | 88% | 90% | |
| Local residents who feel that Clacks has good opportunities for adult based learning | This figure comes from the Clacks 1000 survey. Work is being undertaken by the CLD Partnership to improve & coordinate the range of learning activities being carried out by the College, Council and other learning providers. | | | 56% | 80% | | | | | | |
| Pre-school centres receiving positive inspection reports | Pre-school, settings continue to offer positive experience for our young people. Performance of establishments is monitored through ongoing quality link activity. | | | 100% | 100% | 85% | 100% | | 100% | 100% | |
| Schools receiving positive inspection reports | Pre-school, settings continue to offer positive experience for our young people. Performance of establishments is monitored through ongoing quality link activity. | | | 100% | 100% | 50% | 100% | | 100% | 100% | |
| Pupils attaining 5 or more Level 4 Standard Grade awards | Performance in SQA examinations continues to improve overall. The service scrutinises examination performance of each establishment on an annual basis. | | | 81% | 85% | 76% | 78% | 78% | 76% | 78% | 78% |
| School leavers going into employment, education or training | Hub meetings in the schools identify Young people at risk of entering a negative destination. A National Data Hub enables partners to monitor a Young person's current status, ensure no-one slips through the net and the right professionals can advise them appropriately on local opportunities. Activity Agreements (AA) have been introduced to provide an individualised package of learning and support to the most vulnerable. AA's are now classified as a positive Destination in the SLDR. | | | Lagging indicator - 2011/12 results not yet available | | 84.8% | 95.0% | | 87.9% | 95.0% | 86.0% |



Improvement



Consistent



Decline



No comparison available









Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|--|---|---|---|----------|--------|----------|--------|------------------|----------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Average working days lost through sickness absence per teacher | The Council has introduced a revised Maximising Attendance Policy and Procedure, this was developed in partnership with Management, Trade Unions and HR. Close working relationships have/are been forged with Service Managers to deal with absence timeously. HR are also in the process of developing a HR Business Partner role which will further improve absence rates. |  |  | 6.9 days | | 6.8 days | | 6.6 days | 7.8 days | | 7.5 days |
| Staff survey - In the past 12 months, I have had opportunities to learn and develop | A revised PRD process and competency framework with supporting approaches were introduced in 2009/10. Learning & Development is linked to the framework and business need, which will ensure we have the right people with the right skills to take the organisation forward. |  |  | 56.0% | | 56.9% | | 57.0% | | | |
| Staff survey - My training, learning and development has helped me to do my job better | The recent centralisation of training budgets and approval means that the Council will now be in a better position to assess and maximise the value of training so that both the individual staff member and the organisation as a whole receive greater benefits from investment in training. |  |  | 54.4% | | 57.5% | | 46.0% | | | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

4. Our communities are safer

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|---|-----------------------|--------------------|---------|---------|----------|---------|------------------|---------|---------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Roads that should be considered for maintenance treatment | These results are taken from an independent mechanised survey under a contract led by SCOTS and are published annually. Each year, all "A" class roads, 50% of "B" class roads and 10% of "C" class and unclassified roads are surveyed. The margin or annual change can be swayed by the condition of the lower categories of roads surveyed each year. However, output from the surveys is considered an important aid in identifying priority areas and gives a good measure of the longer-term trend in road condition. This PI is a combination of all the road condition PIs which are specific to each class of road. If work improves on all road condition PIs then this PI will also improve. | | | 36.4% | 40.0% | 37.4% | 40.0% | 37.9% | 37.8% | 40.0% | 36.1% |
| A class roads that should be considered for maintenance treatment | | | | 23.8% | 25.0% | 26.0% | 25.0% | | 23.9% | 25.0% | |
| B class roads that should be considered for maintenance treatment | | | | 28.8% | 35.0% | 32.8% | 35.0% | | 32.5% | 35.0% | |
| C class roads that should be considered for maintenance treatment | | | | 29.0% | 35.0% | 30.3% | 35.0% | | 33.5% | 35.0% | |
| Unclassified roads that should be considered for maintenance treatment | | | | 42.7% | 45.0% | 43.5% | 45.0% | | 37.8% | 45.0% | |
| People killed or seriously injured as a result of road collisions | This figure is calculated as a five year rolling average by the Scottish Government and used to collate national statistics. There are national targets which reflect measures taken by the Police, Emergency Services, National health and car manufacturers. | | | 17.8 | | 21.0 | | | 18.0 | | |
| Street light repairs completed within 7 days | During the winter period we undertake scouting during the hours of darkness to identify in-operational street lights. These along with any that are reported by the public are prioritised with the aim of completing repairs within 7 days. Unfortunately the figures also include lights which are out as the result of a Scottish Power cable fault. It can take some time for Scottish Power to repair cable faults particularly at times of high demand and this adversely affects the PI. At times when we have high numbers of faults we bring in an outside contractor and tower wagon to supplement our in-house resources. | | | 92.5% | 90.0% | 88.8% | 90.0% | | 93.5% | 90.0% | |
| Average time to deal with domestic noise complaints requiring attendance on site | We have taken actions to improve this, one by firming up the awareness amongst officers of the PI and two by tightening up on our procedures to make sure we are recording better quality information. Discussions took place with staff to make sure recording was improved and in doing so we were able to remind staff of the need to maintain performance in this area. | | | 3.8 hrs | 6.0 hrs | 10.7 hrs | 6.0 hrs | 46.2 hrs | 5.2 hrs | 6.0 hrs | 47.2 hrs |
| Average time to deal with domestic noise complaints through the Antisocial Behaviour Act | | | | 0.3 hrs | 1.0 hrs | 0.3 hrs | 1.0 hrs | 0.6 hrs | 0.3 hrs | 1.0 hrs | 1.5 hrs |



Improvement



Consistent



Decline



No comparison available













Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|---|---|---|-------|--------|---|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Hours of joint Community Warden and Police patrols | Data integrity in this indicator has improved significantly - the 2010/11 figure was an estimation, while we now proactively record time spent on joint patrols. There is some time lost due to police officers being involved in other areas of work and the fact that two police officers were redeployed and it took a couple of months for these posts to be filled. But this does not mean that no work was undertaken - all available resources have been fully utilised throughout the year on anti-social behaviour work. |  |  | 2,016 | 4,000 | 5,124 | 4,000 | | | | |
| High risk food safety inspections completed within target time | High risk inspections must all be completed within the given timescales in accordance with the Food Law Code of Practice. This has been achieved. |  |  | 100% | 100% | 100% | 100% | | 100% | 100% | |
| Court Reports with Community Payback Order as the preferred option, where CPO was the main outcome | Courts are exercising caution in using this new statutory order - as confidence in its use increases conversion rates will increase as seen in Q3 and Q4 results. This is the trend across the FFVCJA to marginal lesser or greater degrees. |  |  | 59.6% | 61.0% | New Criminal Justice indicators were introduced in 2011/12 when Community Service was replaced with Community Payback, therefore no historical data exists. | | | | | |
| Unpaid Work Placements starting within 7 days of a Community Payback Order being imposed by the court | Reorganisation of Unpaid Work resources covering the last two quarters demonstrates a positive upward trend. |  |  | 69.1% | 70.0% | | | | | | |
| Staff survey - I feel that my working environment is safe | Directorate level H&S policy statements were revised in Oct 2011 and an audit is currently being planned to assess compliance across services and identify where further work by the service, or central support is required to improve practice. |  |  | 77.0% | 80.0% | 72.7% | | | | | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

5. Vulnerable people and families are supported

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|--|---|-----------------------|--------------------|------------|------------|-----------|------------|------------------|-----------|------------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Gross cost per case of benefits administration | The overall cost per claim has fallen due to reduction in overall costs and reductions in central support costs. In addition weighted caseload increased from 19,261 to 19,350. | | | £31.44 | £40.00 | £39.30 | £35.00 | £45.36 | £33.32 | £38.00 | £44.96 |
| Average time to process new benefits claims and changes of circumstances | Continued improvement in overall time taken to process new claims and changes despite volumes of work increasing. | | | 10.5 days | 10.5 days | 11.0 days | 13.0 days | | 14.0 days | 12.8 days | |
| Average time homeless people spend in temporary accommodation | Failure to achieve target reflects lack of availability of accommodation into which homeless people can be housed. Waiting times in temporary accommodation rise as a consequence. | | | 133.2 days | 121.0 days | 97.7 days | 150.0 days | | 96.0 days | 138.0 days | |
| Homeless decision notifications within 28 days (permanent accommodation) | These are key indicators, benchmarked with the Scottish Housing Best Value Network, where attention has recently been focussed. Local and national approaches to preventing homelessness are proving successful, with a 30% reduction in the number of cases presenting as homeless. This reduction has been mostly in more marginal cases which means that complex cases can be given more attention and processed more quickly. The amount of temporary accommodation available has also been increased this year, with further additions planned for the future. | | | 84.8% | 75.0% | 71.5% | 70.0% | 87.3% | 68.0% | 70.0% | 83.0% |
| Homeless decision notifications within 28 days (temporary accommodation) | | | | 78.9% | 75.0% | 63.8% | 70.0% | 85.2% | 76.9% | 70.0% | 82.5% |
| Homeless cases housed into permanent accommodation | 2012 legislative change will increase the numbers in this group. Significant demand for 1 bedroom properties expected as a consequence of legislative change and welfare reform. Stock profile unlikely to match demand of client group resulting in possible reduction in this target. | | | 56.6% | 50.0% | 54.5% | | 47.2% | 59.5% | | 48.6% |
| Homeless cases reassessed within 12 months (permanent accommodation) | Housing options and other preventative activity to be implemented. However there will always be a low background level of repeat applications for reasons beyond the control of the service. | | | 3.3% | 4.0% | 3.8% | 4.0% | 5.6% | 4.2% | | 6.1% |
| Homeless cases reassessed within 12 months (temporary accommodation) | | | | 3.3% | 6.0% | 6.3% | 6.0% | 4.8% | 6.6% | | 5.1% |
| Homeless people maintaining their tenancy for at least 12 months | Continued improvements reflect new processes put in place to maintain focus on increased support of new tenants. | | | 90.5% | 90.0% | 83.5% | 85.0% | 85.3% | 79.1% | 86.0% | 82.3% |
| Homeless applicants lost contact with prior to completion of assessment | Team continue to focus on maintaining contact with clients throughout process. | | | 5.5% | 6.0% | 7.0% | 7.0% | | 10.0% | 9.0% | |
| Local residents who state that they have had good experience of Social Services in the last year | Shows a positive trend in improving public perception of social services. | | | 74% | 68% | | | | 66% | 68% | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|--|---|-----------------------|--------------------|-------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| People aged 65+ with intensive care needs receiving services at home | This balance of care measure is showing a continued positive trend which is above the national target of 30%. | | | 43% | 30% | 36% | 30% | | 35% | 30% | |
| Homecare hours provided (per 1,000 population aged 65+) | Service levels are being maintained in accordance with increasing demand, assessed need and available resources. | | | 517.6 | 500.0 | 493.9 | 500.0 | 490.1 | 494.3 | 500.0 | 491.2 |
| Homecare clients aged 65+ receiving personal care | This continued increase shows that personal care tasks are a priority for home care services and reflect client need. | | | 96.5% | 92.0% | 94.3% | 92.0% | 91.1% | 87.3% | 90.0% | 86.9% |
| Homecare clients aged 65+ receiving an evening/overnight service | The Concordat agreement to increase respite care, as well as improved recording processes, has led to this increase on previous year. | | | 50.3% | 42.0% | 47.3% | 42.0% | 41.6% | 33.3% | 40.0% | 39.5% |
| Homecare clients aged 65+ receiving a service at weekends | The provision of 7 days a week services is integral to Reshaping Care for Older People in partnership with a range of providers. | | | 70.2% | 70.0% | 66.4% | 70.0% | 71.3% | 68.1% | 70.0% | 70.7% |
| People for whom community care assessment targets were met | This year has shown an improvement in referral to assessment response waiting times in all priority areas. | | | 86% | 80% | 76% | 80% | | 79% | 70% | |
| Average number of moves experienced by Looked After and Accommodated Children | The figure has increased involving 1 set of 3 siblings and 2 individuals whereby it was felt the children's needs could be better met in alternative placements. This has proved subsequently to be the case. One sibling group of 2 moved from a short term to long term placement which will sustain them into adulthood. Three young people were moved due to notice being given in respect of the placements by external agencies. One young person moved to enable him to return to his home area. | | | 3.0 | 2.0 | 1.4 | 2.0 | | 1.0 | 2.0 | |
| Reports submitted to the children's reporter within 20 working days | The service recognises that there is a need for improvement to the practices and processes around submitting reports to the Reporter. This has been identified and is being taken forward part of the ongoing improvements in the service. | | | 64% | 75% | 60% | 75% | | 46% | 75% | |
| Children with a supervision requirement seen by a supervising officer within 15 working days | Workers use the time after the Hearing for a discussion about when they will next see the young person and what they will be taking forward with them. This would apply particularly if the initial visit could not be arranged for some time. | | | 100% | 100% | 100% | 100% | | 100% | 100% | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target











Below target, within tolerance



Below target, outwith tolerance

6. Substance misuse and its effects are reduced

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|--|---|---|-------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Local residents who state alcohol abuse is a dislike about their neighbourhood | The shared service agenda with Stirling Council and continually improving integration of Council and NHS work will improve our ability to tackle these issues. |  |  | 30% | 20% | 32% | 20% | | 28% | 20% | |
| Local residents who state drug abuse/dealing is a dislike about their neighbourhood | |  |  | 18% | 15% | 21% | 15% | | | | |
| Smoking regulation inspections completed on time | The performance is marginally improved on last year, and there is only a very marginal fail against target, caused by the deletion of a post in the service and the necessity to restructure officer duties. |  |  | 99% | 100% | 98% | 100% | | | | |
| Inspections to ensure enforcement of tobacco sales regulations | The total of 24 visits comprises, 13 test purchases and 11 integrity checks. |  |  | 24 | 24 | 24 | 24 | | 6 | 24 | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

7. Health is improving and health inequalities are reducing

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|---|-----------------------|--------------------|-------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Local residents describing their health as 'good' or 'fairly good' | The shared service agenda with Stirling Council and continually improving integration of Council and NHS work will improve our ability to tackle these issues. | | | 87% | 95% | 86% | 95% | | 90% | | |
| Local residents describing their mental/emotional wellbeing as 'happy' or 'very happy' | | | | 85% | 80% | | | | 71% | 80% | |
| Timeframes met for initial appointments to mental health services | Staff are continuously striving to improve their performance and this year's figures are the highest in the last 5 years. | | | 96% | 90% | 93% | 90% | | 94% | 90% | |
| People waiting in short stay settings for more than 6 weeks for discharge to appropriate settings | We continue to meet targets set for this indicator. | | | 0 | 0 | 0 | 0 | | 0 | 0 | |
| Visits to swimming pools (per 1,000 population) | There was a big decline numbers using the council facilities over the last two years in particular the three high school gymnasiums and the adjacent all weather football pitches. This was largely down to price and lack of marketing. Both of these issues are being addressed by holding open days, free sessions to those who are new to the facility, and the prices have been reduced. | | | 2,596 | | 3,073 | 3,028 | 3,320 | 2,933 | 2,849 | 3,446 |
| Visits to indoor sports facilities excluding pools (per 1,000 population) | During 2011/12 a big effort was made to promote Clackmannanshire's leisure facilities. Two examples - the cost of the all year pitches were reduced by 40% to encourage greater use is a big success. An open day to promote the artificial Ski Slope was held last November this increased the numbers dramatically resulting in a small financial surplus at the end of the financial year. Work continues to increase the footfall in all establishments in 2012/13. | | | 8,420 | | 7,729 | 6,984 | 5,431 | 6,829 | 5,936 | 4,890 |
| Council houses that are 'healthy, safe & secure' (SHQS) | A total of 102 properties had electrical rewiring carried out and a further 314 that had Periodical Electrical testing carried out to ensure safety. This work was carried out through existing contracts. Moreover, a total of 239 properties had central heating upgrade to efficient "A" Rated boilers . These were carried out through both our Planned Central Heating heating Contracts and Emergency Central heating upgrade contract. | | | 93.7% | | 92.3% | | 84.6% | 79.7% | | 75.4% |
| Engagement in Physical Education (minutes per week per primary pupil) | We are committed to ensuring 2 hours of quality PE each week for all young people. | | | 120 | 120 | 110 | 120 | | 90 | 120 | |
| Engagement in Physical Education (minutes per week per secondary pupil) | Though we did not achieve the national target this year progress has been made, and we remain committed to ensuring 2 hours of quality PE each week for all young people. | | | 118 | 120 | 110 | 120 | | 110 | 120 | |



Improvement



Consistent



Decline



No comparison available





Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|--|--|---|---|-------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Staff survey - I get health and safety information which is relevant to me and my work | The H&S management system impacts the H&S culture throughout the Council and includes, as its foundation, the Chief Executive's H&S policy statement, 3 Directorate level policies and service level policies as required. The new corporate intranet, CONNECT, will further improve staff access to the 40+ topic-based H&S policies. |  |  | 73.0% | 80.0% | 69.7% | | | | | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

8. The environment is protected and enhanced for all

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|--|-----------------------|--------------------|--------------|---------------|---------------|---------------|------------------|---------------|---------------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Local residents who state that they have had good experience of Refuse Collection/Recycling Services in the last year | High levels of customer satisfaction are mirrored by the performance in recycling and reduction in the number of complaints. | | | 90% | 90% | | | | 87% | 90% | |
| New house completions on brownfield land | The Council are working with their own brown field land and resources to construct 50 new build units due for completion 2013. The Council have voted to continue their support for the National Housing Trust initiative to kick start a stalled private sector site in Coalsnaughton for up to 28 units. The Council is further working to market additional brownfield sites in Alloa, Alva and Tullibody in an effort to encourage private sector partners to develop new housing. | | | 40.0% | | 3.8% | | | 4.0% | | |
| Council houses that are 'energy efficient' (SHQS) | Council have maximised opportunities under the CESP Energy Efficiency programme to increase central heating installations in 2012/13 . Many of these properties achieve the SHQS standard at present and this will incur savings in future years. | | | 99.5% | 95.0% | 93.5% | | 74.9% | 99.5% | | 67.2% |
| Cost of refuse collection per premise | The net costs of collection are increasing due to the additional collections (food waste) being required by statute. | | | £58.20 | £65.00 | £51.59 | £70.00 | £66.22 | £64.21 | £65.00 | £66.22 |
| Cost of refuse disposal per premise | The tax on waste disposal increased by £8 per tonne, per year, last year. This meant we expected an increase of £8 on the 2010/11 figure as a minimum. However, our performance has been so successful at minimising waste to be disposed that costs have only increased by less than £4 per tonne during 2011/12. | | | £89.23 | £110.00 | £85.12 | £110.00 | £95.61 | £95.52 | £100.00 | £89.78 |
| Municipal waste composted or recycled | Zero Waste Plan target is 50% by 2013 and 60% by 2020. We are in line to meet this 2020 target. | | | 53.2% | 47.5% | 49.8% | 45.0% | 38.2% | 46.7% | 40.0% | 36.7% |
| Tonnes of biogredable waste sent to landfill | The Landfill Allowance Scotland Scheme regulations have been withdrawn. Progress indicates a reduction in climate change reduction potential. | | | 9,306 tonnes | 11,965 tonnes | 10,294 tonnes | 11,000 tonnes | | 11,386 tonnes | 12,000 tonnes | |
| CO ₂ emissions from gas consumption in Council buildings | Mild Winter and ongoing improvements to heating systems and control mechanisms. | | | 2,784 tonnes | 3,700 tonnes | 4,165 tonnes | 3,700 tonnes | | 3,477 tonnes | 3,700 tonnes | |
| CO ₂ emissions from electricity consumption in Council buildings | Ongoing improvements to Electrical systems and raised awareness on efficiency measures. | | | 4,383 tonnes | 4,788 tonnes | 4,820 tonnes | 4,788 tonnes | | 4,970 tonnes | 4,788 tonnes | |
| CO ₂ emissions from water consumption in Council buildings | | | | 35.5 tonnes | 40.4 tonnes | 30.0 tonnes | 40.4 tonnes | | 46.9 tonnes | 40.4 tonnes | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

9. The Council is efficient, effective and recognised for excellence

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|--|-----------------------|--------------------|--------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Councillor enquiries dealt with within target times | Councillor enquiries are monitored through a caseload management system that issues reminders to try and ensure deadlines are met. There are however incidents where the investigation does take longer and the response is delayed. Overdue cases are brought to the attention of the Head of Service and the reasons for the hold up are closely scrutinised. | | | 90% | 92% | 92% | 91% | | 91% | 90% | |
| Customers satisfied/very satisfied with Community Access Points | Customer satisfaction with the service provided at local offices is exceptional. We aim to work in partnership with other public and voluntary organisations to further extend and improve the range of services delivered via local hubs. | | | 100.0% | 100.0% | 96.5% | 100.0% | | 99.0% | 100.0% | |
| Customers satisfied/very satisfied with the Contact Centre | Customer satisfaction remains high. Some of the dissatisfaction mentioned by customers in the last survey referred to the service delivery part of the service, not necessarily the customer contact. We aim to further improve levels through a programme of observing calls and providing coaching and feedback to staff. | | | 93.0% | 95.5% | 88.2% | 95.5% | | 93.0% | 95.0% | |
| Calls answered by the Contact Centre | Target was exceeded. This is an annual figure which can fluctuate throughout the year depending on call demand and staffing resource. Call demand varies by month, during times of bad weather etc. Technology has been introduced to allow staff working in quieter local offices to handle calls as and when required. | | | 94% | 92% | 82% | 83% | | 93% | 93% | |
| Calls resolved at first point of contact at the Contact Centre | This PI was dropped in late 2011 as the national Contact Centre Managers Working Group could not agree an accurate definition and calculation that all councils could adhere to. (This figure covers April 2011 to Oct 2011 only.) | | | 81% | 83% | 92% | 93% | | 84% | 82% | |
| Local residents who rate public services as very or fairly good | Significant progress has been made in aligning community/corporate/service planning with budget strategy. Despite uncertainty economically, and in terms of public sector reform and financial settlements, there is significantly improved clarity of priorities at all levels of planning. | | | 78% | | | | | 73% | | |
| Local residents who state that they feel public agencies work well together in Clackmannanshire | The SOA and Alliance governance arrangements are under review in light of Christie Commission recommendations and the Scottish Government's Statement of Ambition. These place emphasis on the Community Planning Partnership to improved integration of partners and service delivery. | | | 30% | 35% | 14% | 20% | | | | |
| Local residents who state that they are satisfied with the opportunities for participating in local decision making | Although improvements have been made in the 2012/13 budget process, it is acknowledged that community engagement needs further refinement if the voice of our communities is to have a systematic and meaningful influence on budget and service priorities. CSE is being embedded across the Council, a key element of which is understanding customer insight. | | | 23% | 35% | | | | 14% | 25% | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|--|-----------------------|--------------------|---|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Statutory Performance Indicators ranked in the top quartile (top 8 out of 32 Scottish Councils) | This indicator reflects performance across all indicators marked in bold in this report. In addition to performance in top quartile indicators, analysis of the average rankings achieved by Councils also demonstrates that Clackmannanshire performed 3rd best out of all 32 Scottish Councils in 2010/11. See additional benchmarking report for further details. | | | Lagging indicator - 2011/12 results not yet available | | 36.4% | 35.0% | 26.0% | 29.1% | 45.0% | 25.5% |
| Freedom of Information requests dealt with within 20 days | We continue to raise awareness of the importance of prompt response. We meet management teams and Monitoring Officers, and circulate monthly statistics and awareness notes to all staff. Guidance will be refreshed and re-circulated as part of general improvements to wider information management. | | | 97.4% | 100.0% | 94.0% | 100.0% | | 86.8% | 100.0% | |
| Procurement Capability Assessment score | Specific issues raised in last year's PCA have been successfully addressed, most notably in: Achieving greater visibility of activity; Building on early strong work on sustainability and community benefits; Beginning to identify and develop staff involved in procurement; and Introducing the Procurement Journey (nationally agreed good practice). | | | 31% | 30% | 25% | | | 18% | | |
| Income due from Council Tax that was received during the year | This significant improvement has partly been as a result of different reporting methods (Line by Line reporting implemented 2011-12). On a like for like basis the collection rate would have increased to 93.9%. | | | 95.2% | 93.5% | 93.3% | 93.5% | 94.7% | 93.1% | 93.0% | 94.4% |
| Cost of Council Tax collection (per dwelling) | Costs have significantly reduced due to a reduction in central support costs and increased revenue generated from expenses recovered and income from Scottish Water. | | | £6.77 | £18.00 | £17.37 | £16.00 | £13.81 | £14.96 | £16.00 | £14.03 |
| Average relet time (days) for housing stock that is 'not low demand' | A four week turnaround period is a standard national target and over recent years we have managed to achieve this. This is another area where we compare very well against national benchmarking figures. | | | 30 | 31 | 31 | 28 | 36 | 31 | 29 | 43 |
| Average relet time (days) for housing stock that is 'low demand' | Whilst we aim to let all void properties within a 4 week period, some properties for several reasons are difficult to let. Calculations using the Scottish Government criteria for 'low demand' show that we are letting these properties in just under 8 weeks. Intensive housing management strategies should reduce the refusal rate for offers and decrease the number of properties within this category. | | | 55 | 56 | 56 | 58 | 63 | 65 | 58 | 75 |
| Rent loss due to empty (void) properties as a percentage of the total rent due | Despite strong performance this figure needs to be viewed in context. We are currently reviewing the Allocation Policy to improve our options to meet housing need in the area and ensure it reflects welfare reform proposals. Trying to make best use of stock and preventing financial hardship for tenants may lead to higher void rent loss as we transfer tenants to more suitable properties, increasing the number of void properties. Next year's target will need to reflect these priorities. | | | 0.69% | 0.80% | 0.72% | 0.60% | 1.30% | 0.74% | 0.70% | 1.40% |
| Average time 'low demand' houses have been unlet at the year end | Within Clackmannanshire, there is not a high number of properties that are classed as low demand, in line with Scottish Government guidance. There were no properties unlet at the year end that had been identified as 'low demand'. The management approach is to let all voids in an efficient and effective way. | | | 0 | 0 | 0 | 0 | 288 | 0 | 0 | 257 |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|---|---|-----------------------|--------------------|---------|--------|---------|--------|------------------|---------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Current tenant arrears as a percentage of net rent due | This year saw improved integration of Revenues and the HB team resulting in better information gathering & priority to high arrears HB claims. Increased home visits with a commitment to working more actively within communities. Evictions were down as were arrears so objective of social & financial inclusion a big part of Council's approach. | | | 5.26% | 5.80% | 5.92% | 6.00% | 5.90% | 6.10% | 6.10% | 5.90% |
| Current tenants owing more than 13 weeks rent (excluding those owing less than £250) | Continued to maintain early action with arrears cases & also new tenants. Income staff speak to all new tenants at sign up & provide benefit & payment advice before and during tenancy. | | | 4.79% | 4.80% | 4.89% | 5.20% | 4.10% | 5.11% | 4.70% | 4.20% |
| Tenants giving up their tenancy during the year that were in rent arrears | Tenants are interviewed at time of ending tenancy & affordable agreements made. Where no contact direct payments may be obtained. Former tenants with arrears who come back into housing are contacted & agreements made. | | | 52.6% | | 48.3% | | 40.1% | 43.5% | | 38.9% |
| Average debt owed by tenants leaving their tenancies with arrears | | | | £498.40 | | £565.32 | | £497.00 | £484.59 | | £515.00 |
| Average number of weeks rent owed by tenants leaving in arrears | Looking to improve the collection of former tenant arrears now that we have a new online facility to help trace former tenants without a forwarding address using the Locta site. | | | 8.9 | | 10.8 | | 8.7 | 9.7 | | 9.2 |
| Arrears owed by former tenants that was written off or collected during the year | Revenues liaise with the Lettings team to obtain as much detail as possible when tenants end their tenancy, should also help towards recovery of arrears. Identifying unpursuable accounts : deceased & no forwarding address. Improving contact with former tenants particularly where they are living locally. | | | 47.9% | | 9.4% | | 40.8% | 23.6% | | 38.2% |
| Council buildings that are in satisfactory condition (by floor area) | Improvements have been undertaken in Tillicoultry nursery, Alloa Town Hall, Cochrane Hall, Alva CAP and Tillicoultry Primary. | | | 86.0% | 80.0% | 86.1% | 80.0% | 81.3% | 84.7% | 80.0% | 79.4% |
| Operational buildings that are suitable for their current use | A number of refurbishments are ongoing as unsuitable buildings are closed. | | | 83.3% | 80.0% | 82.8% | 80.0% | 73.7% | 82.1% | 80.0% | 69.3% |
| Cost of operational buildings (per square metre) | Since 2010/11, the Council has rationalised the gross internal floor area of operational buildings by approximately 356 m². Despite the increased property costs in 2011/12, for example, electricity, insurance, oil, internal property maintenance and rates, the 2011/12 outcome is within target. | | | £54.93 | £55.00 | £57.96 | £55.00 | | £47.81 | £50.00 | |
| Council spend above or below annual budgets (budget variance) (£,000) | The Council achieved a surplus on uncommitted reserves of £3.943m in the year compared to a budgeted deficit of £0.251m - resulting in a variance of £4.194m compared to annual budget. Regular Budget Strategy update reports to Council and budget monitoring reports to Scrutiny Committee consistently highlighted that the early achievement of 2012/13 savings, ongoing budget realignment activity and vacancy management were being managed proactively throughout the year to secure one-off cash and ongoing budget savings. This positive outcome provides a platform to meet the budget challenges ahead. | | | 4,194 | 0 | 650 | 0 | | -51 | -190 | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

| Performance Indicator | Management Comments & Actions | 2011/12 | | | | 2010/11 | | | 2009/10 | | |
|--|---|-----------------------|--------------------|----------|--------|----------|--------|------------------|-----------|--------|------------------|
| | | Compared to Last Year | Compared to Target | Value | Target | Value | Target | Scottish Average | Value | Target | Scottish Average |
| Staff voluntarily leaving the council (attrition/turnover) | Council undertook a voluntary severance scheme to avoid compulsory redundancies when we were going through restructuring - the stipulation was that any strain costs had to be recovered within 2 years and the post deleted. | ↑ | ? | 2.4% | | 2.6% | | | 4.5% | | |
| Average working days lost through sickness absence per local government employee | The Council has introduced a revised Maximising Attendance Policy and Procedure, this was developed in partnership with Management, Trade Unions and HR. Close working relationships have/are been forged with Service Managers to deal with absence timeously. HR are also in the process of developing a HR Business Partner role which will further improve absence rates. | ↑ | ? | 7.9 days | | 9.0 days | | 10.8 days | 10.1 days | | 11.6 days |
| Staff survey - I am clear about how I contribute to my service's aims and objectives | We continue to make positive improvements in ensuring that staff are aware of their contribution to the wider service, Council and Alliance aims and objectives through deployment of the people strategy. This continues to be a priority for the Council. | ↑ | ? | 74.5% | | 72.9% | 47.0% | 85.0% | | | |
| Staff survey - I have a Performance Review & Development meeting at least once a year | In response to 2010 results, CMT agreed that all PRDs should be completed by May each year to ensure comprehensive deployment. Whilst this has had a positive impact, targets were not met in all services in 2011 due to ongoing reconfigurations. The Council aims to achieve IiP accreditation in 2013/14. | ↑ | ✓ | 66.0% | 64.0% | 63.1% | 64.0% | | | | |
| Staff survey - I am encouraged to make suggestions to improve the service | This is a key area of focus of the People Strategy and work in this area, and that of communication, will have a significant impact on the Council's ability to manage the knowledge and experience held by staff members and develop new ways of ensuring that all suggestions are considered. | ↑ | ? | 58.0% | | 56.3% | | 67.0% | | | |
| Staff survey - The level and timing of communication across the Council is good | Effective communication remains a high priority and, following an Invest to Save award, the Communications team has developed an intranet to aid efficient internal communication. Benchmarking activity on organisational communication is being undertaken to understand best practice. | ↑ | ✓ | 22.1% | 15.0% | 11.5% | | | | | |
| Staff survey - I have skills/materials/information to provide excellent customer service | All services are engaged in work on the CSE accreditation, already achieved in Housing & Regeneration, Roads & Transport, Development Services, Strategy & Customer Services and Care Management. Whether working to achieve or retain the accreditation, improved customer service processes can be seen in many areas of the Council. | ↑ | ? | 76.0% | | 73.3% | | | | | |
| Staff survey response rate | Work is ongoing with national performance and benchmarking groups. This allows us to work with Councils achieving higher rates to ascertain how they were achieved, and whether methods could be used here to improve awareness of and responsiveness to staff perceptions. | ↑ | ⬇ | 21% | 30% | 18% | 20% | 32% | | | |



Improvement



Consistent



Decline



No comparison available



Meeting or exceeding target



Below target, within tolerance



Below target, outwith tolerance

Appendix C - Statutory Performance Indicator Report



| Corporate Management | 2011/12 | 2010/11 | | | | 2009/10 | | | |
|--|----------|----------|------------------|---------|----------|-----------|------------------|---------|----------|
| | Value | Value | Scottish Average | Ranking | Quartile | Value | Scottish Average | Ranking | Quartile |
| Average working days lost through sickness absence per teacher | 6.9 days | 6.8 days | 6.6 days | 19 | ■ ■ | 7.8 days | 7.5 days | 20 | ■ |
| Average working days lost through sickness absence per local government employee | 7.9 days | 9.0 days | 10.8 days | 2 | ■ ■ ■ | 10.1 days | 11.6 days | 6 | ■ ■ ■ |
| Women in the highest paid 2% of Council earners | 54.8% | 54.8% | 39.5% | 1 | ■ ■ ■ | 39.5% | 38.4% | 11 | ■ ■ |
| Women in the highest paid 5% of Council earners | 52.6% | 49.5% | 46.3% | 5 | ■ ■ ■ | 45.5% | 45.4% | 15 | ■ ■ |
| Council buildings that are suitable and accessible to disabled people | 73.9% | 84.6% | 64.9% | 10 | ■ ■ | 73.3% | 60.5% | 15 | ■ ■ |
| Gross cost per case of benefits administration | £31.44 | £39.30 | £45.36 | 9 | ■ ■ | £33.32 | £44.96 | 4 | ■ ■ ■ |
| Cost of Council Tax collection (per dwelling) | £6.77 | £17.37 | £13.81 | 28 | ■ | £14.96 | £14.03 | 21 | ■ ■ |
| Income due from Council Tax that was received during the year | 95.2% | 93.3% | 94.7% | 28 | ■ | 93.1% | 94.4% | 28 | ■ |
| Invoices paid within 30 calendar days | 86.3% | 81.7% | 89.5% | 28 | ■ | 87.5% | 88.5% | 18 | ■ ■ |
| Council buildings that are in satisfactory condition (by floor area) | 86.0% | 86.1% | 81.3% | 13 | ■ ■ | 84.7% | 79.4% | 11 | ■ ■ |
| Operational buildings that are suitable for their current use | 83.3% | 82.8% | 73.7% | 11 | ■ ■ | 82.1% | 69.3% | 13 | ■ ■ |

| Adult Social Work | 2011/12 | 2010/11 | | | | 2009/10 | | | |
|--|---------|---------|------------------|---------|----------|---------|------------------|---------|----------|
| | Value | Value | Scottish Average | Ranking | Quartile | Value | Scottish Average | Ranking | Quartile |
| Homecare hours provided (per 1,000 population aged 65+) | 517.6 | 493.9 | 490.1 | 16 | ■ ■ | 494.3 | 491.2 | 15 | ■ ■ |
| Homecare clients aged 65+ receiving personal care | 96.5% | 94.3% | 91.1% | 17 | ■ ■ | 87.3% | 86.9% | 18 | ■ ■ |
| Homecare clients aged 65+ receiving an evening/overnight service | 50.3% | 47.3% | 41.6% | 9 | ■ ■ | 33.3% | 39.5% | 22 | ■ ■ |
| Homecare clients aged 65+ receiving a service at weekends | 70.2% | 66.4% | 71.3% | 25 | ■ | 68.1% | 70.7% | 21 | ■ ■ |

| Cultural & Community Services | 2011/12 | 2010/11 | | | | 2009/10 | | | |
|---|---------|---------|------------------|---------|----------|---------|------------------|---------|----------|
| | Value | Value | Scottish Average | Ranking | Quartile | Value | Scottish Average | Ranking | Quartile |
| Visits to swimming pools (per 1,000 population) | 2,596 | 3,073 | 3,320 | 20 | ■ ■ | 2,933 | 3,446 | 26 | ■ ■ |
| Visits to indoor sports facilities excluding pools (per 1,000 population) | 8,420 | 7,729 | 5,431 | 7 | ■ ■ ■ | 6,829 | 4,890 | 7 | ■ ■ ■ |
| Visits to museums (per 1,000 population) | 158 | 121 | 1,782 | 30 | ■ | 161 | 2,150 | 30 | ■ |
| Visits to museums that were in person (per 1,000 population) | 157 | 119 | 1,227 | 29 | ■ | 160 | 1,341 | 29 | ■ |
| Visits to libraries (per 1,000 population) | 8,153 | 8,548 | 6,114 | 3 | ■ ■ ■ | 8,073 | 5,983 | 4 | ■ ■ ■ |

| Development Services | 2011/12 | 2010/11 | | | | 2009/10 | | | |
|----------------------|---------|---------|--|--|--|---------|--|--|--|
|----------------------|---------|---------|--|--|--|---------|--|--|--|

■ ■ ■ Top quartile - 1st to 8th place
 ■ ■ ■ 2nd quartile - 9th to 16th place
 31 ■ ■ 3rd quartile - 17th to 24th place
 ■ Bottom quartile - 25th to 32nd place

| | Value | Value | Scottish Average | Ranking | Quartile | Value | Scottish Average | Ranking | Quartile |
|--|-------|-------|------------------|---------|----------|-------|------------------|---------|----------|
| All planning applications dealt with within two months (householder & non) | 88.7% | 89.0% | 66.4% | 2 | ■ ■ ■ ■ | 94.6% | 62.6% | 1 | ■ ■ ■ ■ |
| Householder planning applications dealt with within 2 months | 95.9% | 94.9% | 82.7% | 2 | ■ ■ ■ ■ | 95.9% | 79.9% | 1 | ■ ■ ■ ■ |
| Non-householder planning applications dealt with within 2 months | 83.0% | 84.0% | 54.5% | 2 | ■ ■ ■ ■ | 98.7% | 48.8% | 1 | ■ ■ ■ ■ |

| Housing | 2011/12 | 2010/11 | | | 2009/10 | | | | |
|---|---------|---------|------------------|---------|----------|---------|------------------|---------|----------|
| | Value | Value | Scottish Average | Ranking | Quartile | Value | Scottish Average | Ranking | Quartile |
| All housing repairs completed within target times | 94.5% | 95.9% | 93.3% | 9 | ■ ■ ■ ■ | 94.3% | 93.1% | 12 | ■ ■ ■ ■ |
| Council housing meeting all Scottish Housing Quality Standard (SHQS) criteria | 89.0% | 84.6% | 53.6 | 3 | ■ ■ ■ ■ | 76.6% | 42.4% | 3 | ■ ■ ■ ■ |
| Council houses that are of a 'tolerable standard' (SHQS) | 100.0% | 99.2% | 99.7% | 25 | ■ ■ ■ ■ | 100.0% | 99.5% | 1 | ■ ■ ■ ■ |
| Council houses that are 'free from serious disrepair' (SHQS) | 100.0% | 100.0% | 91.8% | 1 | ■ ■ ■ ■ | 100.0% | 85.3% | 1 | ■ ■ ■ ■ |
| Council houses that are 'healthy, safe & secure' (SHQS) | 93.7% | 92.3% | 84.6% | 16 | ■ ■ ■ ■ | 79.65% | 75.4% | 15 | ■ ■ ■ ■ |
| Council houses that are 'energy efficient' (SHQS) | 99.5% | 93.5% | 74.9% | 4 | ■ ■ ■ ■ | 99.5% | 67.2% | 1 | ■ ■ ■ ■ |
| Council houses that have 'modern facilities & services' (SHQS) | 95.4% | 98.4% | 82.1% | 4 | ■ ■ ■ ■ | 95.9% | 73.3% | 4 | ■ ■ ■ ■ |
| Rent loss due to empty (void) properties as a percentage of the total rent due | 0.69% | 0.72% | 1.30% | 7 | ■ ■ ■ ■ | 0.74% | 1.40% | 5 | ■ ■ ■ ■ |
| Average relet time (days) for housing stock that is 'not low demand' | 30 | 31 | 36 | 11 | ■ ■ ■ ■ | 31 | 43 | 7 | ■ ■ ■ ■ |
| Average relet time (days) for housing stock that is 'low demand' | 55 | 56 | 63 | 12 | ■ ■ ■ ■ | 65 | 75 | 14 | ■ ■ ■ ■ |
| Average time 'low demand' houses have been unlet at the year end | 0 | 0 | 288 | 1 | ■ ■ ■ ■ | 0 | 257 | 1 | ■ ■ ■ ■ |
| Current tenant arrears as a percentage of net rent due | 5.26% | 5.92% | 5.90% | 12 | ■ ■ ■ ■ | 6.10% | 5.90% | 13 | ■ ■ ■ ■ |
| Current tenants owing more than 13 weeks rent (excluding those owing less than £250) | 4.79% | 4.89% | 4.10% | 18 | ■ ■ ■ ■ | 5.11% | 4.20% | 16 | ■ ■ ■ ■ |
| Tenants giving up their tenancy during the year that were in rent arrears | 52.6% | 48.3% | 40.1% | 20 | ■ ■ ■ ■ | 43.5% | 38.9% | 16 | ■ ■ ■ ■ |
| Average number of weeks rent owed by tenants leaving in arrears | 8.9 | 10.78 | 8.7 | 20 | ■ ■ ■ ■ | 9.68 | 9.2 | 18 | ■ ■ ■ ■ |
| Average debt owed by tenants leaving their tenancies with arrears | £498.40 | £565.32 | £497.00 | 18 | ■ ■ ■ ■ | £484.59 | £515.00 | 14 | ■ ■ ■ ■ |
| Arrears owed by former tenants that was written off or collected during the year | 47.9% | 9.4% | 40.8% | 26 | ■ ■ ■ ■ | 23.6% | 38.2% | 21 | ■ ■ ■ ■ |
| Homeless decision notifications issued within 28 days of date of presentation (permanent accommodation) | 84.8% | 71.5% | 87.3% | 28 | ■ ■ ■ ■ | 68.0% | 83.0% | 26 | ■ ■ ■ ■ |
| Homeless cases housed into permanent accommodation | 56.6% | 54.5% | 47.2% | 12 | ■ ■ ■ ■ | 59.5% | 48.6% | 13 | ■ ■ ■ ■ |
| Cases reassessed as homeless within 12 months of completion (permanent accommodation) | 3.3% | 3.8% | 5.6% | 7 | ■ ■ ■ ■ | 4.2% | 6.1% | 9 | ■ ■ ■ ■ |
| Homeless decision notifications issued within 28 days of date of presentation (temporary accommodation) | 78.9% | 63.8% | 85.2% | 31 | ■ ■ ■ ■ | 76.9% | 82.5% | 21 | ■ ■ ■ ■ |
| Homeless cases reassessed within 12 months (temporary accommodation) | 3.3% | 6.3% | 4.8% | 20 | ■ ■ ■ ■ | 6.6% | 5.1% | 22 | ■ ■ ■ ■ |
| Lets to Homeless priority applicants where the tenancy was sustained for a period of at least 12 months | 90.5% | 83.5% | 85.3% | 17 | ■ ■ ■ ■ | 79.1% | 82.3% | 22 | ■ ■ ■ ■ |

■ ■ ■ ■ Top quartile - 1st to 8th place

■ ■ ■ ■ 2nd quartile - 9th to 16th place

■ ■ ■ ■ 3rd quartile - 17th to 24th place

■ Bottom quartile - 25th to 32nd place

| Protective Services | 2011/12 | 2010/11 | | | | 2009/10 | | | |
|--|---------|---------|------------------|---------|----------|---------|------------------|---------|----------|
| | Value | Value | Scottish Average | Ranking | Quartile | Value | Scottish Average | Ranking | Quartile |
| Average time to deal with domestic noise complaints requiring attendance on site | 3.8hrs | 10.7hrs | 46.2hrs | 13 | ■ ■ | 5.2hrs | 47.2hrs | 11 | ■ |
| Average time to deal with domestic noise complaints through the Antisocial Behaviour Act | 0.3 hrs | 0.3 hrs | 0.6 hrs | 2 | ■ ■ ■ | 0.3 hrs | 1.5 hrs | 2 | ■ ■ ■ |
| Consumer Complaints dealt with within 14 days | 88.9% | 83.0% | 77.7% | 13 | ■ ■ | 80.8% | 77.3% | 12 | ■ |
| Business Advice requests dealt with within 14 days of receipt | 96.8% | 96.6% | 96.6% | 20 | ■ ■ | 97.2% | 96.8% | 16 | ■ |

| Roads | 2011/12 | 2010/11 | | | | 2009/10 | | | |
|---|---------|---------|------------------|---------|----------|---------|------------------|---------|----------|
| | Value | Value | Scottish Average | Ranking | Quartile | Value | Scottish Average | Ranking | Quartile |
| Roads that should be considered for maintenance treatment | 35.3% | 37.4% | 37.9% | 16 | ■ ■ | 37.8% | 36.1% | 17 | ■ |

| Waste Management | 2011/12 | 2010/11 | | | | 2009/10 | | | |
|---|---------|---------|------------------|---------|----------|---------|------------------|---------|----------|
| | Value | Value | Scottish Average | Ranking | Quartile | Value | Scottish Average | Ranking | Quartile |
| Cost of refuse collection per premise | £58.20 | £51.59 | £66.22 | 4 | ■ ■ ■ | £64.21 | £66.22 | 15 | ■ |
| Cost of refuse disposal per premise | £89.23 | £85.12 | £95.61 | 15 | ■ ■ | £95.52 | £89.78 | 24 | ■ |
| Municipal waste composted or recycled | 53.2% | 49.8% | 38.2% | 1 | ■ ■ ■ | 46.7% | 36.7% | 1 | ■ ■ ■ |
| Street cleanliness index (on a scale of 1 to 100) | 74 | 78 | 74 | 5 | ■ ■ ■ | 74 | 74 | 13 | ■ |

■ ■ ■ ■ Top quartile - 1st to 8th place

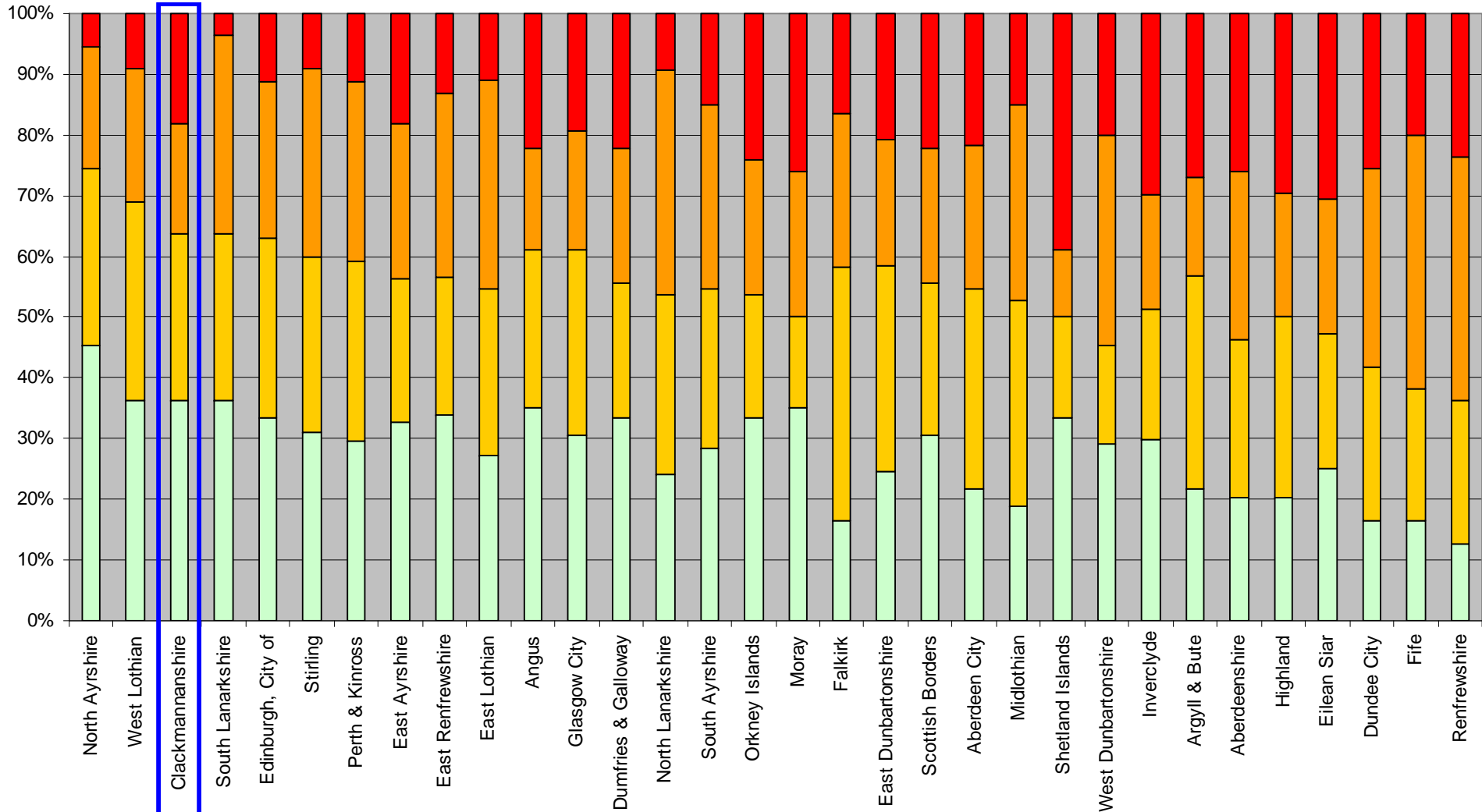
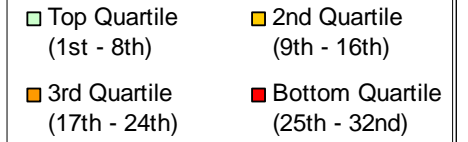
■ ■ ■ 2nd quartile - 9th to 16th place

■ ■ 3rd quartile - 17th to 24th place

■ Bottom quartile - 25th to 32nd place

Quartile Distribution of 2010/11 Rankings

(Councils are sorted by average ranking, with the best performing Councils at the left)



The range of Statutory Performance Indicators has been reduced in recent years and does not represent all areas of service provision. This graph can, therefore, only be considered a very rough indication of the overall performance levels of each Council. In 2009/10, we achieved 5th place, with North Ayrshire, West Lothian, South Lanarkshire and Stirling Councils performing above us.

Report to Resources and Audit Committee

Date of Meeting: 4 October 2012

Subject: Annual Fraud Report 2011/12

Report by: Director of Finance and Corporate Services

1.0 Purpose

- 1.1. This report provides members with an update on the work that was undertaken during 2011-12 in relation to fraud.

2.0 Recommendations

- 2.1. Members are asked to note the Annual Fraud report and comment on the activity undertaken during 2011/12.

3.0 Considerations

- 3.1. The Council has a responsibility to protect public funds and in doing so, all stakeholders have a role to play in ensuring fraud and corruption are minimised. With the increasing demand on Council services, reduced funding to local government and current economic environment, mitigating against fraud is an integral part of protecting public funds and ensuring that financial resources are allocated where they are needed.
- 3.2. The Council has in place arrangements to mitigate against fraud, and where it does occur, to detect and recover amounts fraudulently obtained. The Annual Fraud Report provides members with an overview of the:
- 2011/12 national fraud context
 - Council approach to fraud investigation
 - key fraud investigation activities undertaken in 2011/12 by the Council
 - fraud prevention activity
- 3.3. The existing arrangements, described in the attached Annual Fraud Report (Appendix A) indicate that Clackmannanshire Council is well placed to prevent fraud and deal with it effectively when it does occur.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

5.5. *None*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Annual Fraud Report 2011/12

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

Fighting Fraud Locally - The Local Government Fraud Strategy

Fighting Fraud Together - The Strategic Plan to Reduce Fraud


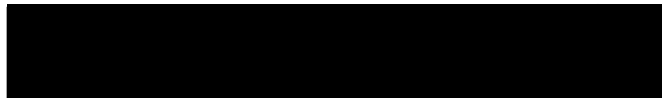
Protecting the Public Purse 2011 - Fighting Fraud Against Local Government - November 2011

The National Fraud Initiative in Scotland - Audit Scotland - May 2012

Author(s)

| NAME | DESIGNATION | TEL NO / EXTENSION |
|------------------|-------------------------------|--------------------|
| Richard Saunders | Fraud Manager | 456209 |
| Susan Mackay | Revenues and Payments Manager | 452047 |

Approved by

| NAME | DESIGNATION | SIGNATURE |
|------------------|---------------------------------------|--|
| Nikki Bridle | Director Finance & Corporate Services |  |
| Elaine McPherson | Chief Executive |  |



Clackmannanshire Council

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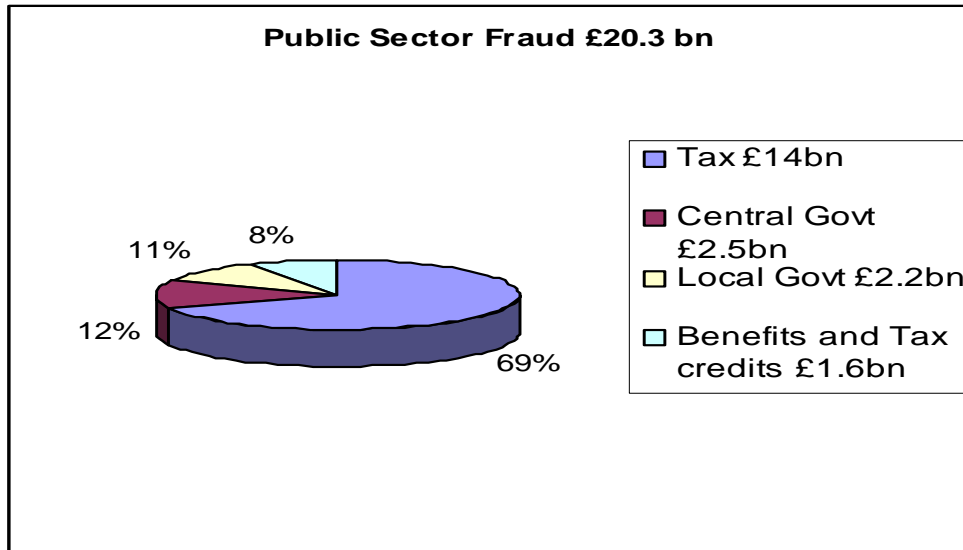
Annual Corporate Fraud Report

1.0 Introduction

- 1.1. Clackmannanshire Council has a responsibility to ensure that the public finances that it administers are used efficiently, effectively and for the purposes they were intended. The Council recognises that it is vulnerable to fraud and corruption and, given the current economic climate, it acknowledges that fraud and corruption continues to present an increasing risk to public funds.
- 1.2. The purpose of this report is to provide members with an update on the work that was undertaken during 2011-12 in relation to fraud.

2.0 Fraud in a National Context

- 2.1. The Annual Fraud Indicator published by the National Fraud Authority (NFA) estimated that in 2012 annual fraud loss will cost the UK economy £73 billion with £20.3 billion of this sum affecting the public sector. The majority of this relates to fraud against the tax system, however approximately £6 billion of this is estimated to be lost in areas such as payroll, procurement, grants and pensions.
- 2.2. A breakdown of the £20.3 billion fraud affecting public sector is provided below, with just over 10% being projected to affect local government:



2.3. The table below provides a breakdown of the £2.2 billion fraud affecting local government:

| Fraud Type | Fraud Loss | % |
|--------------------------|-------------------|----------|
| Housing tenancy fraud | £900 million | 41% |
| Procurement fraud | £890 million | 40% |
| Payroll fraud | £153 million | 7% |
| Council tax fraud | £131 million | 6% |
| Blue badge scheme misuse | £46 million | 2% |
| Grant fraud | £41 million | 1.8% |
| Pension fraud | £ 6 million | 0.2% |
| Other fraud | £ 33 million | 2 % |

2.4. There is an acknowledgement nationally of the role that local government can play in the prevention and detection of fraud and this approach is outlined by the National Fraud Authority within "Fighting Fraud Locally, The Local Government Fraud Strategy". The Strategy recognises the need for genuine partnership between local and central government with a joint strategic approach. This allows local government to use its local knowledge and partnership arrangements to prevent, identify and recover fraud, while central government can create the conditions for the necessary initiative to be undertaken locally. This

strategy is supported by CIPFA, IRRV and external audit firms including Deloitte and Grant Thornton

2.5. In November 2011 the Audit Commission in England published 'Protecting the Public Purse 2011; Fighting Fraud against Local Government'. This report acknowledged the work done by Councils in recent years to combat fraud. As part of the report, the Audit Commission surveyed around 480 English public sector bodies and found the following:-

- Local public bodies detected about 121,000 frauds, valued at £185 million. This compares with 119,000 detected frauds valued at £135 million in 2009/10.
- The total value of detected fraud losses for 2010-11 increased by 37% compared with 2009-10, with the number of fraud cases also increasing,
- Councils recovered nearly 1800 homes from tenants using their homes fraudulently, with these homes having a replacement value of over £266 million,
- There were about 59,000 housing benefit and council tax benefit fraud cases, resulting in losses of £110 million to the public purse. These fraud cases represent more than half the total value of frauds detected by local public bodies in 2010/11.

2.6. The report also acknowledged the Commission's view that fraud is likely to increase in coming years because of increased pressures on public resources and stated authorities could do more to tackle fraud effectively.

2.7. The main recommendations for English local authorities, that are also relevant to Scotland included:

- retaining the capability to investigate fraud that is not related to housing benefit;
- improving their use of data, information and intelligence to focus their counter-fraud work;
- reviewing their counter-fraud arrangements in the context of the NFA's strategy for local government, *Fighting Fraud Locally*,
- working with other registered social housing providers to improve the use of civil and criminal action to deter tenancy fraudsters;

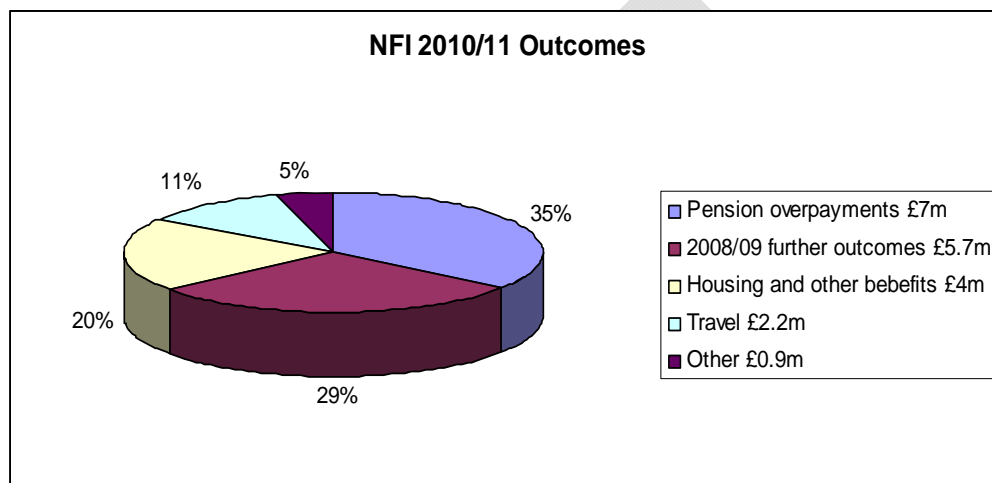
2.8. During 2011/12, Audit Scotland undertook its bi-annual National Fraud Initiative (NFI), the national counter-fraud exercise working together with a range of Scottish public sector bodies, external audit and the Audit Commission, to identify fraud and error.

2.9. The success of the NFI comes from the public sector organisations who contribute and who:

- export the data and investigate NFI matches

- identify and stop fraud and errors
- recover overpayments
- hold individuals to account
- improve their systems and internal arrangements

2.10. For the NFI 2010/11 in Scotland, 287,000 matches were recorded of which 11% were flagged as being of high risk of fraud or error. Nationally, £14.1 million of fraud or error were identified through the data matching exercise, with a further £5.7m being progressed from the 2008/09 exercise.



2.11. Of the fraud and error detected in Scotland through the data matching exercise:-

- 4,403 blue badges were stopped or flagged for future checks,
- 2,731 concessionary fares were stopped,
- 1,528 housing benefit payments stopped or reduced,
- 184 occupational pensions stopped,
- 89 creditor errors identified,
- 45 cases to be prosecuted,
- 10 employees dismissed or resigned

2.12. Finally, the Bribery Act was introduced in 2010, which created new statutory responsibilities. While this legislation was not aimed directly at public sector organisations, it does lay out responsibilities to ensuring that organisation arrangements mitigate against the payment or receipt of bribes.

- 2.13. There is an increasing focus on fraud prevention and detection at a national level. This illustrates the importance that is being placed on reducing fraud as a means in addressing the economic pressures that are affecting public sector, together with demonstrating accountability and transparency for proper management and administration of public funds.

3.0 Fraud in a Local Context

- 3.1. Clackmannanshire Council acknowledges its responsibilities in relation to preventing, detecting fraud and recovering public funds lost through fraud. The Council has a zero tolerance approach to fraud and this is evident through its existing arrangements and the ongoing work and improvements which have occurred during 2011/12.

- 3.2. The Council's approach to fraud is four fold:

- prevention - the best way to tackle fraud is to prevent it occurring in the first place. Prevention mechanisms include the Council's Governance Strategy and Framework, Core governance policies and procedures including Contract Standing Orders, Financial regulations and Scheme of Delegation, internal arrangements and controls, deterrent initiatives such as the NFI and Single Person Discount reviews for Council Tax,
- detection - if fraud occurs, mechanisms require to be in place internally to detect and report fraud. The mechanisms within the Council include the Audit and Fraud team, Whistleblowing Policy, Prosecution Policy, participation in the bi-annual NFI, staff, members and members of the public,
- recovery - if a fraud is uncovered, any monies lost require to be recovered - Recover mechanisms include the Housing Benefit Fraud Policy, which specifies recovery, prosecution and sanctions available to the Fraud Team and the Corporate Prosecution Policy and the Corporate Recovery Policy,
- training and awareness - everyone has a role to play in preventing and detecting fraud. Elevating the profile of the impact of fraud through awareness and training sessions is a key part of achieving prevention, detection and recovery. Mechanisms in place within the Council include e-training that is being rolled out to staff.

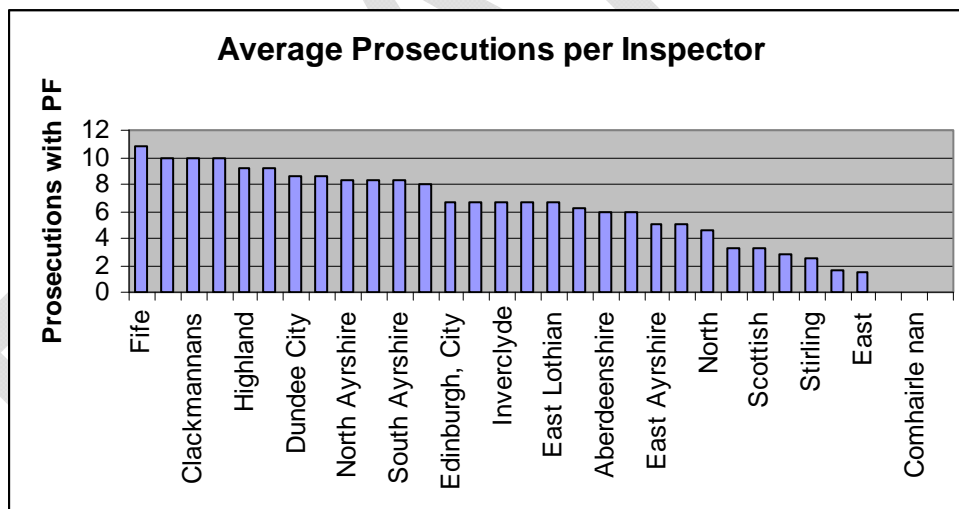
- 3.3. Key achievements during the year include:-

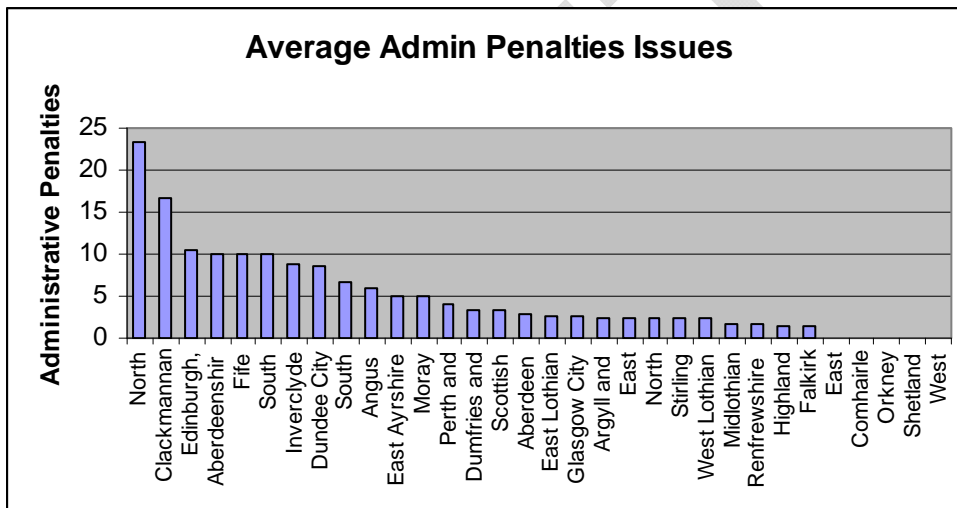
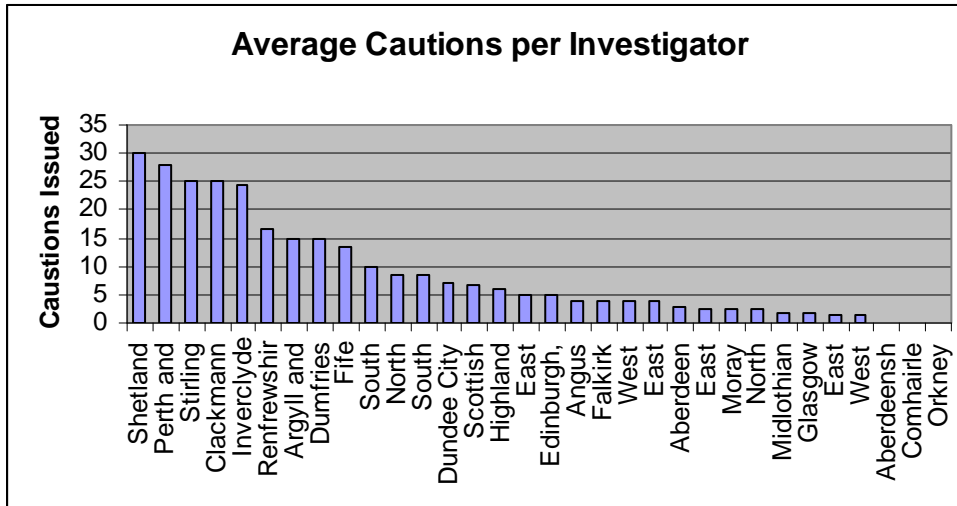
- the top quartile performance of the Fraud Team, for the prosecution and recovery of benefit fraud,
- the Fraud Team won Team of the Year in the Growing in Excellence Awards

- the approval of the structure for the new integrated Audit and Fraud Team
- the approval of the Prosecution Policy
- the successful participation on the NFI 2010/11

Performance of Benefit Fraud Team

- 3.4. The original Fraud Team comprised three staff members undertaking the investigation and administration of Housing Benefits cases. As part of the restructure approved by Council in December 2012, this team is integrating with the Internal Audit team, to create the Audit and Fraud Team. The benefits investigation work will continue within the new integrated corporate team, ensuring the Council continues to achieve its objectives in relation to fraud detection and recovery.
- 3.5. For cases investigated that are the subject of some form of sanction, and as a proportion of the fraud referrals received, Clackmannanshire has one of the highest performance rates in Scotland. It consistently appears into the top quartile for performance. The teams performance in 2011/12 is as follows

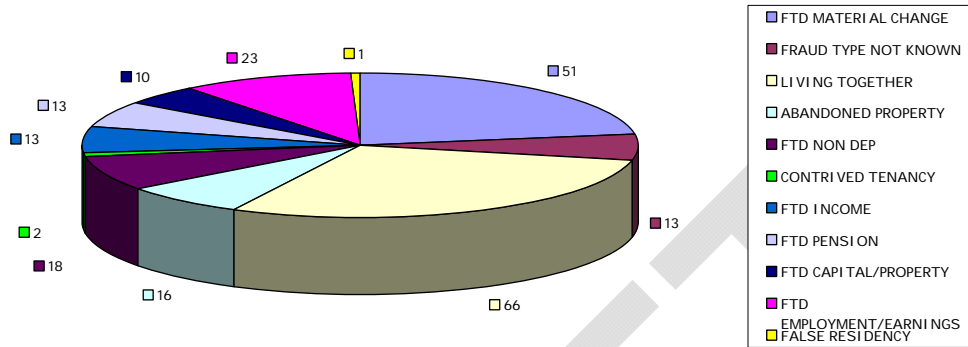




- 3.6. While benefit fraud continues to account for the largest proportion of fraud cases investigated, there have been a small number of instances where other types of suspicions of fraud have been undertaken. Where these such types of investigations are undertaken, the outcomes will be reported by the Audit and Fraud Team to the Resources and Audit Committee. Examples of other types of fraud investigates could include suspicions of theft or misappropriation, inappropriate use of Council property, non compliance with Council procedures etc.
- 3.7. The profile of the cases referred to the Fraud team during 2011-12 was as follows:

3.8.

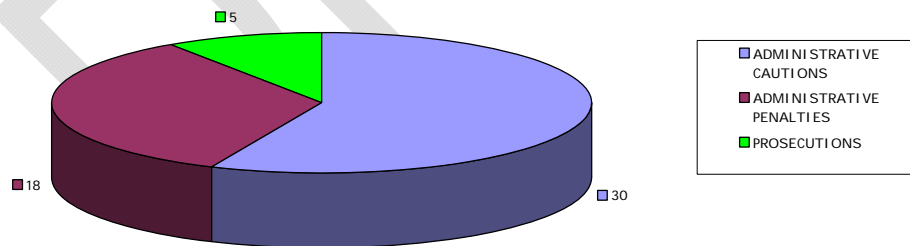
FRAUD REFERRALS (226)
01/04/11 - 31/03/12



* FTD - Failure to Declare

FRAUD SANCTION (53)
01/04/11 - 31/03/12

OVERPAYMENT VALUE £ 115,859



3.9. As part of the integration with the Audit Team, a more joined up and corporate approach to operational fraud investigation has evolved utilising the combined skills and competencies of both professionally trained investigation staff and those of internal audit staff. This unified approach has allowed joint working to be taking place between the

teams both on the audit and fraud side. Over time it is expected that the integration of the audit and fraud teams will continue to strengthen the Council's position in terms of both fraud investigation and the assurance work of internal audit.

- 3.10. Integration of the audit and fraud functions is ongoing at present, joint working between the two parts of the service was an increasing feature in 2011-12 and will continue to progress steadily in 2012/13, supported by the teams Transitional Plan and Learning and Development Plan.

National Fraud Initiative 2010/11 and 2012/13

- 3.11. The Council's participation in the NFI for 2010/11 commenced in the summer of 2010 with the planning and extract of data. The initiative is a cross service exercise which is coordinated by the Audit team. Services included in the data extract and matching exercise include Finance, Social services, Roads and Transportation, IT Services, Housing and Legal. Matches were available for investigation in early 2011, with all high risk matches being investigated by end September 2011.
- 3.12. In April 2011, a report was given to Scrutiny Committee on the NFI exercise, giving an update on progress to date. At that time, a total of 2,335 matches has been identified, 2,063 of which have been identified as high risk matches, and are summarised in the table below.

| | Matches Identified | Matches Flagged as High risk |
|-------------------------------|--------------------|------------------------------|
| Housing Benefit | 598 | 405 |
| Creditors | 1339 | 1339 |
| Payroll | 245 | 203 |
| Housing rents/RTB | 59 | 47 |
| Private Residential Care Home | 7 | 7 |
| Blue Badges | 65 | 61 |
| Insurance Claimants | 22 | 1 |

- 3.13. An additional 689 matches were provided during the summer of 2011, of which 554 (80%) related to Council Tax and the Electoral Roll. This data had been requested and matched later than the first batch of data. The remaining 135 matches related to an additional matches covering all the

other matched categories. Of the total additional matches all were flagged as high risk

- 3.14. At the end of the 2010/11 exercise, 10 fraud totalling £39,340 and 28 errors totalling £9,999 were detected amounting to £49,339. This compared in 2008/09 to 12 fraud totalling £47,328 and 4 errors totalling £1,216, amounting to £48,544 for 2008/09.
- 3.15. Of the 10 fraudulent cases, all related to Housing Benefit fraud and £36,690 is being recovered. The balance of £2,650 could not be recovered.
- 3.16. Of the 28 errors, only four resulted in financial loss. The four cases all related to overpayments to suppliers. Of the £9,999 overpaid, £2,853 has been recovered from the supplier, with the balance of £7,146 not being recovered due to supplier liquidation. The balance of the 24 errors related to data, such as National Insurance number not being correct. All 24 errors have been addressed.
- 3.17. An Improvement Plan has been prepared to address the housekeeping weaknesses, which resulted in the errors occurring. This related predominantly to the rationalising of duplicate suppliers on the purchase ledger.
- 3.18. The NFI for 2012/13 has commenced with data being collated by services. Data requires to be exported to Audit Scotland by early October with matches available in January 2013.

Annual Governance Statement 2011/12

- 3.19. In March 2012, the Council approved the Governance Strategy and Code of Practice. The council also completed its first Annual governance Statement (AGS) in the 2011/12 Finance Statements. In completing the AGS, the Governance Panel was formed to provide peer and professional challenge to services in assessing their Governance arrangements and completing their Governance Improvement Plan. Services and corporate assessment of fraud was an key consideration in completing the Annual Governance Statement.

Fraud Going Forward

- 3.20. In 2010 the UK government announced that as part of their Welfare Reform policy, it was their intention to create a UK wide 'Single Fraud Investigation Service' (SFIS). The SFIS would see a consolidation of local authority, DWP, HMRC and other civil service government department staff into a unified team covering the whole of the UK.
- 3.21. At the time of the announcement, the expected creation and integration of the new SFIS was April 2012. Following representations from local authority to the UK Government and feedback from a consultation, a pilot exercise is being trialled during 2012, with the expectation that the

new SFIS will be introduced in April 2013. The current proposal for the SFIS, is that local authority fraud staff will remain employed with the local authority, with their workload being coordinated by the central SFIS. The Council is currently awaiting feedback on the progress of the pilot exercises and this is due shortly.

- 3.22. It is not expected that the integration, objectives and service delivery of the Audit and Fraud team will be detrimentally affected by the proposed centralisation of fraud investigation to the SFIS.
- 3.23. The integration of the Audit and Fraud team will continue to progress during 2012, with corporate fraud being a key objective of this team. Improvements being undertaken during 2012/13 on corporate fraud include the following
- Preparation of the Fraud Strategy, reflecting the National Fraud Authority Strategy "Fighting Fraud Locally, The Local Government Fraud Strategy,
 - Preparation of the Data Matching Policy,
 - Completion of Self Assessment against Bribery Act requirements,
 - Roll out of Council-wide training and awareness on Money Laundering,
 - Embedding of the recommendations from the Audit Commission's Report 'Protecting the Public Purse 2011; Fighting Fraud against Local Government'

Conclusion

- 3.24. The Council is committed to protecting public funds against fraud and has arrangements in place covering prevention, detection, recovery and awareness, to mitigate against the effects of fraud. This is reflected in the consistent top quartile performance of the Fraud team in Scotland in identifying fraud and sanctioning those caught committing an offence against the Council. Although the Council is facing some uncertainty with the SFIS in how fraud will be tackled in the future, it is strengthening its resources through the cross skilling of staff.
- 3.25. The challenges and pressures facing the Council in terms of decreased funding combined with an increasing demand and expectation for its services results in an ongoing exposure to fraud. However with the existing arrangements and the Council's commitment to continually improving these, Clackmannanshire Council is well placed to mitigate against fraud and deal with it effectively when it does occur.

DRAFT

Report to: Audit and resource Committee

Date of Meeting: 4 October 2012

Subject: Financial Resilience final report

Report by: Senior Support Services Manager

1.0 Purpose

This report sets out the impacts that the effects of Welfare Reform, public spending cuts and the economy have had or are forecast to have on the Clackmannanshire community and the service provided to that community by Clackmannanshire Council.

2.0 Recommendations

- 2.1.** It is recommended that the Committee note the content of the report, in particular the estimated financial impact on both the council and the community (**Appendix 1**) once the changes are implemented;
- 2.2.** recognises that the impact that future changes to the benefits system requires a strategic review of how the council provides its services, what its priorities are and how preventative work could reduce the demand on services.
- 2.3.** notes that officers are developing options for collaborative working with community partners that might offer solutions to the pressures facing public services over the next few years.
- 2.4.** notes that different ways of working and proactive change management may provide cost effective solutions to meet customer and community expectations in the future.

3.0 Considerations

3.1 Background

The review of financial resilience was commissioned by Scrutiny Committee in December 2011. The scope of work (**Appendix 2**) was agreed and work was progressed on that basis.

This final report on the council's financial resilience was due to be presented to the Scrutiny Committee in September 2012. New committee arrangements have delayed the presentation by a month.

The Audit Commission's "Impacts of Public Sector Expenditure Change" was used as a key reference document. This document was commissioned specifically for Clackmannanshire and produced in September 2011.

The report considered the known changes to welfare and benefits over the next 12 - 36 months, analysed the economic geography and trends in Clackmannanshire and considered the impact of these changes on the communities in Clackmannanshire.

Appendix 3 demonstrates the impact that changes to welfare and benefits, combined with the poor economic situation might have on the community, the council and its partners.

3.2 Part of the scope of the review was to involve Clackmannanshire's partners in the community; a presentation was made at the Alliance forum on 19 June 2012 where the forecast position was explained. Further joint sessions will be held in the future with the aim of involving partners in strategic decisions affecting the community.

3.3 The changes known and anticipated include:

- A reduction in public spending, resulting in inevitable changes to the shape, size and structure of the public sector workforce and how public services are delivered in the future.
- Significant changes to the welfare and benefits system - Clackmannanshire households have a higher than average percentage of income derived from welfare and benefits.
- Changes to the criteria under which benefits will be paid. Reduction in payments for "under-occupancy" of premises; reductions for those of working age; localised council tax support replaces council tax benefit; working tax credits reduced; child benefit ceases for those earning over £60k; benefits cap introduced (£500 pw.)

4.0 Implications - communities

- The number of benefits claimants in Clackmannanshire is 5,266 (Housing benefit) and 5,791 (Council Tax benefit)
- The most recent figure for total benefits payment to the population of Clackmannanshire was £152,105,405. It is anticipated that the changes to the benefits system will result in a reduction of disposable income in the local economy of £14.4million (9.46%) in 2014/15 and up to £18.2million (11.96%) by 2015/16.
- Certain groups will be affected by the changes significantly more than others: The unemployed, disabled, pensioners, those occupying larger properties, those currently receiving benefits in excess of £500 per week, lone parents.
- Although all areas of Clackmannanshire will suffer from the impact of Welfare Reform, the areas relatively hardest hit by the reduction in benefits will be Fishcross, Sauchie and Alloa South and East.
- Statistics are being collated that will set potential loss of income against known benefit claimants in an attempt to qualify the scale of the problem.

- The possibility of the development of an increase in the "black market" economy where those previously dependent on benefits and unable to find paid work may seek jobs that pay cash in hand.
- A potential increase in crime and social disorder as those with significantly reduced incomes turn to crime to fund their lifestyle.

An exercise is underway to plot data on an electoral ward basis to identify those areas where council services need to be targeted to ensure maximum support is made available to those most affected by the changes. Examples of how these might look will be presented at today's meeting.

4.1 Implications - Council

The way in which the Council is funded to manage the payment of benefits and the receipt of income is also subject to change.

- The UK Government administration grant that funds the benefits team has been reduced by 5% cumulatively for the last four years. Further reductions are assured.
- Temporary accommodation subsidy reduced in 2012/13 with further reductions in 2013/14. A cap on the amount that will be funded for the procurement of temporary accommodation of £146 per week.
- Payments currently made via DWP / social fund totals £500k per annum in Clacks. This budget will be passported to Clacks for local management and distribution. It is anticipated that the cost of administering the devolved social fund will need to be met from the grant funding - effectively reducing the amount available to those in need.
- Reduced income for majority of benefits claimants leads to risk of increase in debt levels for the council.
- Council Tax administration will remain with the Council but funding will reduce as a result of Universal Credit.
- Councils will need to invest in new systems to process local payments despite uncertainty about the system specification or timing. Ongoing maintenance and licensing are additional (unknown) revenue costs.
- Increased transactional and recovery costs along with an increase in the number of Member and MSP enquiries as the changes hit constituents.
- Increased demand for free school meals, uniform / clothing grants amid uncertainty as to how these will be provided / funded in the future.
- Increased demand for money advice service - some customers will be operating a basic bank account and budgeting for the first time.

- Council resource will be required to provide loans, administer systems and arrange / ensure repayments.
- Reduction in housing benefits as a result of "under occupancy"
- Universal credit will be paid monthly in arrears rather than fortnightly as now.
- A number of households could experience significantly lower incomes as a direct result of reduced benefits payments.
- The amount of work necessary over a very short period of time will require a responsive and flexible workforce. The management of change will be critical to successfully delivering services in the future.

4.2 More General Issues to be taken into account

- Small, local businesses could be at higher risk of failure resulting in further job losses and subsequent reduction in the collection of non-domestic rates. Those affected by a reduction in benefits tend to be those that spend in the locality rather than further afield.
- Potential for a number of families to be pushed into poverty that had been managing previously.
- Impact on local Housing Associations and private landlords - as the risk of default of payment of rent increases, more tenants could be at risk of eviction. The Council provides the safety net for this group of people.
- Impact on the council's capital investment plan for housing. If income from rents is significantly reduced, this could have an impact on the amount of capital available to deliver the council's housing strategy.
- Council's debt recovery and prosecution policies will be tested if debt levels increase.
- Increase in the number of people requiring intervention - social or financial, leading to increased workload for those providing social services and money advice.
- The economy is fragile at the moment. Estimated job losses in the public sector across Clackmannanshire is 456; the same number of jobs in the private sector will also be lost.
- The highest concentration of public sector workers live in Sauchie, Alloa West and Alloa South and East.
- The cost of food and energy continue to rise placing even more pressure on families and individuals with reducing income.

- In order to bring about some of the required changes, a faster pace of change will be required.

4.3 Financial Implications

Appendix 1 attempts to forecast the financial impact on council resources and the community. The budget years 2012/13 through to 2014/15 are considered. It should be noted that a significant amount of information is not yet available to Officers. Representatives from Clackmannanshire are actively involved with national groups involved in the changes. Central government agencies are responsible for providing information and confirmation of future arrangements.

4.4 Next Steps

Taking the above changes and forecasting into account, the council must consider the most effective use of resources to support those in the community who will require support in the future. That support could include working collaboratively with community partners, the voluntary sector and the private sector.

Families identified as those with complex needs require time and resource from the council and other community partners. Consideration could be given to whether joint preventative work could be instigated that would reduce the impact of the changes and address the issues at source. eg: consider the cost of preventing homelessness rather than accepting the deficit that the changes will bring.

Consider how different ways of working could prevent or minimise the risk of job losses within the council and partner organisations.

Regular briefings will continue to inform elected members and community partners of the impact of the changes to benefit and welfare systems, the state of the economy, unemployment levels and financial pressures.

Review how the council prioritises its spending. A robust assessment of the services provided and how they contribute to the council's priorities will be carried out and the results shared with elected members.

Consider innovative solutions created by others across public, private and third sectors and whether adaptation is possible for Clacks.

The council has recently set up an Organisational Change Group. This could provide the mechanism and forum for decision making and the facilitation of a faster pace of change.

5.0 Conclusions

The changes to the benefits system in conjunction with the economic situation results in a need to re-evaluate how the council provides its services, what its priorities are. Preventative work could reduce the demand on services and funding and partnership working might provide solutions to the pressures facing public services over the next few years.

On-going analysis will assist future strategy decisions, informing how the Council and its community partners provide services in the future

The proactive and timely management of change, a flexible approach by staff and managers and consideration of new and different ways of working may provide cost effective solutions and ensure that customer and community

demands are met in accordance with the high standards set out in the Corporate Plan and SOA.

These actions will build resilience and expand the skills base of the Council's employees to better equip them for the future.

6.0 Sustainability Implications

6.1 No environmental sustainability issues

7.0 Resource Implications

7.1 *Financial Details*

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

Such Information as is available at the time of writing has been used in the compilation of this report.

Finance have been consulted and have agreed the financial implications as set out in the report. See section 3.6 and Appendix 3

Yes X

7.3 *Staffing*

There could be implications for staffing as a result of future changes to the way in which services are delivered.

8.0 Exempt Reports

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

9.0 Declarations

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

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

| | |
|--|--------------------------|
| The area has a positive image and attracts people and businesses | X |
| Our communities are more cohesive and inclusive | X |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/> |
| Our communities are safer | X |
| Vulnerable people and families are supported | X |
| 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 | X |

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

10.0 Equalities Impact

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

Yes No

11.0 Legality

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

12.0 Appendices

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

Appendix 1: Indicative costs of change / financial impact of proposed Welfare reform

Appendix 2: Scope of Work, Financial Resilience, December 2011

Appendix 3: Impact Assessment produced by financial resilience working group

13.0 Background Papers

13.1 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)

"Impacts of Public Sector Expenditure Change" - Audit Commission, October 2011

Author(s)

| NAME | DESIGNATION | TEL NO / EXTENSION |
|---------------|---------------------------------|--------------------|
| Julie Burnett | Senior Support Services Manager | 2022 |

Approved by

| NAME | DESIGNATION | SIGNATURE |
|---------------|--|---|
| Julie Burnett | Senior Support Services Manager |  |
| Nikki Bridle | Director of Finance and Corporate Services |  |

Welfare Reform

Indicative costs / income for Clackmannanshire based on information known as at 31.8.12

| Change | Cost of change (additional) | Income (additional) | Financial impact on community |
|--|--|--|-------------------------------|
| 2012 / 2013 | | | |
| Reduction in funding for temporary accommodation (2012/13) | £600k reduction in funding | None | None |
| Working tax credits reduced | Negligible | None | Negligible |
| Income support for lone parents - work requirements when child reaches age 5 | Negligible | None | Negligible |
| Preparation for localised social fund | 1: £75k - £100k to set up scheme 2: £120k - £150k to administer | 1: £2.4k - £7.5k in to be confirmed 2: c£50k in 2013/14 to be confirmed | None |
| Total Impact | £795k - £850k | £2.4k - £7.5k | |

| 2013/14 | | | |
|--|---|--|--|
| Change | Cost of change (additional) | Income (additional) | Financial impact on community |
| Localised Council Tax Support | £170k to meet shortfall in 2013/14 | None known at this time. Budget transfer from DWP via Central Govt. Anticipated that LG costs will be met from transferred budget. | None, although less budget available to meet needs. |
| Localised Social fund | Estimated at £120k - £150k p.a. | Estimated at c£50k | Fund will be limited to amount allocated in each year |
| Size criteria implemented for working age HB claimants | Reduction in HB payments of £509k | None | Reduction in HB by c£509k p,a, |
| Benefits Cap introduced (£350 / 500 p.w.) | Reduction in HB payments of £775k | None | Reduction in benefits paid by £775k p.a. |
| Subsidies for HB administration and temporary accommodation further reduced. | Total of £1.2m reduction in subsidy for temp accommodation | None | None |
| DLA changes to PIP | None | None | Affects 3,650 residents. 730 may lose DLA Reduction in benefits of £2.7 million p.a. |
| LHA to be up-rated by CP rather than average rent increases. | None | None | Private sector tenants £100k p.a. |
| Universal credit introduced for all new claimants | Unknown but workload will decrease slightly (by 10-15%) | None anticipated | New benefits claimants receive one payment that covers all benefits |
| Total Impact | £2.774m - £2.804m | £50k | -£4,084m |

NB: The figures of £509k and £775k included above as impacting on both the Council and the community are stated in that way as the Council will receive less funding once the new criteria is applied (for existing claimants) At the same time, claimants will see an decrease in the amount of housing benefit or total benefit payable. The phased introduction of Universal Credit will see claimants payments reduce and the Council will be facing the challenge of how to collect amounts owed.

| 2014/15 | | | |
|---|--|----------------------------|---|
| Change | Cost of change (additional) | Income (additional) | Impact on community |
| Planned migration of Universal Credit for all claimants. 2014 - 2017 | Unknown but HRA payments to council will cease | None anticipated | 1: Benefits claimants migrate to one payment. 2: Expectation that all benefit transactions will be digital. 3: Bank accounts will be required for most of the population. |
| Planned migration of Universal Credit for all claimants. 2014 - 2017 | Level of debt (unpaid rent) could increase substantially. Forecast additional cost to recover debts £75k Cost of increase in homelessness £50k | None anticipated | Potential increase in no of evictions leading to more homeless applications |
| Preparation for Localised Council Tax Support | | None | Beyond 2014 6,200 claims lose c£800k per annum |
| Total Impact | £125k | | £800k |

Scrutiny Reviews 2011/12
Scope of work

Financial Resilience

This review has been selected in recognition of the fact that in common with the wider public sector, the Council is subject to a period of financial pressure which is anticipated to continue beyond the current Spending Review period into the medium term. Against this background the Council, in collaboration with its partners, aims to maintain its focus on improving outcomes for service users and delivering continuous improvement for the area's residents. The theme of doing 'more with less' has required a sustained focus on prioritising the needs of the most vulnerable service users and clarifying the strategic priorities for the area and all council services.

Over the last 18 months, a significant amount of work has been undertaken to ensure robust financial planning arrangements are in place. This work includes :

- development of Finance/Reserves Strategy
- development of a comprehensive Budget Strategy
- development of a robust Investment Strategy
- embedded arrangements for robust budget monitoring and reporting arrangements
- service redesign and restructuring proposals developed to ensure appropriate financial and technical capacity.

In undertaking its planning for 2011/12, the Committee acknowledged these procedural improvements. As a consequence, this review aims to focus on the tangible local impacts or otherwise, of constrained finances on the Council's ability to deliver improved outcomes and specific impacts within individual communities. It also considers the impact and implications for economic development in the area as a whole.

The Council's contribution can not, however, be viewed in isolation from the contribution of its partners, particularly the area's Community Planning Partnership, Clackmannanshire Alliance.

OBJECTIVES

The objectives of the review are to:

- review the impact of the recession on economic development within the area
- identify the key barriers and levers to improving outcomes/ achieving the desired level of improvement in the current operating environment
- review the potential impact of employment trends and financial pressures in geographic communities in terms of demand for council services
- evaluate the implications of changing demands and economic performance on demand for council services in the future
- evaluate the arrangements for keeping resource allocation under review to ensure resources are directed to areas/ services of greatest need/ priority.

SCOPE

The review is focused on establishing the potentially changing picture in Clackmannanshire as a consequence of the financial pressures in evidence across all public sector service providers and the need to reduce their operating cost base. This may be manifested through changes in the nature or range of services provided and/or capacity to manage increasing demand in response to increasing demographic pressures. A key factor may be the differing levels of financial pressures being experienced by different public sector bodies who are currently working together to secure improved outcomes for the area.

In addition the review will seek to establish the external impact of the wider recession on business and employment in the area. Significant factors here may include the trends and geographic incidence in local employment levels and the impact over time of implementing planned Welfare Reforms.

A key focus will be to assess the implications of ongoing financial pressure in broad demographic terms to allow the Council and its partners to design, plan and resource services for the future.

The review of financial planning arrangements is not explicitly under review, however, it will be necessary to consider the financial impacts and arrangements in place in considering many aspects of those areas defined within scope.

APPROACH

The review will use the following approach:

- Interviews with a sample of senior managers and elected members, partners and businesses
- Focus groups with a cross section of service users and residents from across the range of council services
- analysis of demographic and demand data for services provided within specified geographical areas over recent years to establish potential future demand and trends
- analysis of economic performance data in specified geographical areas
- analysis of the likely impact of planned welfare reforms across the council area to identify those areas and age groups most affected
- selection and analysis of 3 SOA priority themes-one which is performing well, one which is performing less well and one which is maintaining performance. In all cases, the key positive influences and barriers to improvement will be analysed and appraised to establish common themes and traits
- review of appropriate documentation including: Government proposals, Alliance minutes, project plans, monitoring reports,
- reference to Audit Commission research in Scotland and England.

RESOURCES

In order to achieve the planned timescale, it is important that appropriate corporate and partner resource is allocated to deliver the review. It is proposed that a small group of senior managers will be established to undertake the review. This group will comprise the following service managers:

- Stuart Crickmar, Service Manager Strategy and Performance
- Julie Hamilton, Service Manager, Development
- Susan MacKay, Revenues and Payments Manager
- Representation from Clackmannanshire Alliance will also be sought

The work of this group will be overseen by Julie Burnett, Senior Support Services Manager. The group will also be supported by appropriate analytical and Business Support resources as required.

The work will be quality assured by the Director of Finance and Corporate Services and the Head of Customer and Strategy prior to consideration by the Scrutiny Committee.

REPORTING

The reporting of the review will be in three stages:

Stage 1: Agreement of draft scope with Scrutiny Committee and Clackmannanshire Alliance

Stage 2: Progress report to Scrutiny Committee and Clackmannanshire Alliance against planned timescales and a summary of emerging issues

Stage 3: Draft review report to Scrutiny Committee and Clackmannanshire Alliance to identify potential recommendations to Council.

TIMESCALES

The table below sets out the planned timescales for each stage of the review:

| Stage of review | Planned start date | Planned completion date |
|--|--------------------|-------------------------|
| Scoping | October 2011 | December 2011 |
| Fieldwork | February 2012 | April 2012 |
| Progress report to Scrutiny Committee | 5 April 2012 | 5 April 2012 |
| Progress report to Clackmannanshire Alliance | | |
| Analysis | April 2012 | April 2012 |
| Report drafting | May 2012 | May 2012 |
| Final draft report to Scrutiny Committee | June 2012 | June 2012 |

Impact of proposed changes

Matrix to identify areas that impact on future strategies on council, what impact is, who it affects.

| Issue | Impact | Timeline | Which council / partner service | Quantify |
|--|---|-----------------|--|--|
| Increased youth unemployment (25% of young people not in employment) | More unemployed youth Social issues around rising crime levels, anti-social behaviour Rent arrears (early intervention) | Happening now | Social Services Homeless Team Economic development Clacks Works (consider models/funding) CAB (timing of actions) Money and Debt services | The proportion of 18-24 year olds claiming out of work benefits is 13.7% (Feb 12) - significantly higher than Scottish average of 8.9%. The proportion of school leavers unemployed and seeking employment is 9.1% - better than the national average at 11.3%. |

| Issue | Impact | Timeline | Which council / partner service | Quantify |
|--|--|--|--|--|
| <p>School leavers' aspirations ie not seeking employment</p> <p>(resolution through Clacks Works etc)</p> | <p>Go straight to benefits</p> <p>Social issues</p> | <p>Happening now</p> | <p>Clacks Works (European money)</p> <p>MCMC (European money?)</p> <p>Modern apprenticeships</p> <p>Jobcentre plus</p> <p>Private sector initiative/council</p> | <p>The proportion of school leavers unemployed and not seeking work is 3% - the highest in Scotland (national average is 1.3%)</p> |
| <p>Reductions in household income (benefits, low wages, loss of job, utility costs)</p> <p>More households moving into "working poor" category</p> | <p>Increased arrears/debt – less money to council</p> <p>Increased workload for council</p> <p>Impacts on local business</p> <p>Homeless – eviction cases increase</p> | <p>Changes to benefits system from April 2013</p> <p>Continuing changes from 2013 - 2015</p> | <p>Education – school meals, clothing grants</p> <p>Social services, assessment of care needs (income assessment)</p> <p>Crisis loans/grants/social funds – issued by council (social services)</p> <p>Debt recovery service (R&P)</p> | <p>750 households paying rent for first time 12/13</p> <p>Almost a quarter of Clackmannanshire's residents earn less than £7 per hour - the third highest incidence across Scotland.</p> <p>In Clackmannanshire the gross weekly pay is £464.50 compared with £490.60 in Scotland.</p> |

| Issue | Impact | Timeline | Which council / partner service | Quantify |
|----------------------------------|--|---|---|---|
| Less spend in Clacks locality | Image of local community | | Local businesses and linked impact of NDR income | Claimant rates for all benefits are high (19.8%) when compared with the national average (16.7%). ESA accounts for 9.4% of these and Job seekers 5.4% |
| Introduction of Universal Credit | <p>Increase in workload</p> <p>Increase in debt levels</p> <p>Currently weekly arrears</p> <p>Future monthly Rent and council tax</p> <p>Who gives people budgeting advice?</p> <p>Credit Unions? Bank accounts?</p> | 2013 onwards through to full implementation by 2017 | <p>Revenues and Benefits</p> <p>Change to ways of working</p> <p>Different skill sets</p> <p>Housing services</p> <p>Housing Associations</p> <p>Economic development</p> <p>Increase in petty crime and anti-social behaviour (Police)</p> | |

| Issue | Impact | Timeline | Which council / partner service | Quantify |
|----------------------------------|--|---|---|----------|
| Introduction of Universal Credit | <p>CAB we have welfare money advice – we fund both – housing support have income support team</p> <p>co-ordination of landlords (private and HA) with council</p> <p>Significant impact on private landlords/social landlords (risk of default)</p> <p>Risk to cash flow</p> <p>Access to data/information - sharing with partners</p> | 2013 onwards through to full implementation by 2017 | <p>Council, private landlords, Housing Associations</p> <p>Finance service</p> <p>Revenues and Payments</p> <p>Benefits services</p> <p>ICT (systems) police, HAs, health partners, CAB</p> | |

| Issue | Impact | Timeline | Which council / partner service | Quantify |
|------------|---|----------|--|---|
| Population | <p>Increased requirement for social housing</p> <p>Benefit cuts due to "overpopulation" in houses.</p> <p>Little/no house building (public/private)</p> <p>Population projected to grow (highest in Scotland)</p> <p>Younger children increasing (increase in vulnerable children??)</p> <p>pressure on schools - capacity and staffing</p> <p>Reduction in child benefit</p> | | <p>Nursery provision</p> <p>Social services</p> <p>School pressure - support</p> | <p>Population figures and number and structure of households are projected to significantly change until 2035. By 2035 we will have seen a 39% increase in pensionable ages (approx 15k people aged 65+). We will also see a 7.5% increase in people under the age of 15 and a 7.7% increase in the working age population of Clackmannanshire.</p> <p>We expect to see a increase in the number of households in Clackmannanshire, significantly single occupation households.</p> |

| Issue | Impact | Timeline | Which council / partner service | Quantify |
|--|--|----------|--|--|
| Economic Development (creation jobs/business) | <p>Need more jobs created locally</p> <p>Town centre – dependent on locals – reduction in traders</p> <p>Travel to shop</p> <p>Not willing to travel to work</p> <p>Hourly earnings lower in Clacks</p> <p>New business startups down</p> <p>Council initiative subsidise travel or Discretionary housing payments – assistance for short term as opposed to travel costs – partnership resources</p> <p>Shared service partner reciprocal arrangement</p> | | <p>Council / health board</p> <p>Forth Valley partners</p> <p>Glassworks OI</p> <p>Marshall construction</p> <p>Diagio</p> | <p>Clacks has relatively low job density - this means that there are 0.5 jobs for every resident aged 16-64. Stirling has 0.88 jobs per resident by comparison.</p> <p>The ratio between the number of job centre vacancies and JSA claimants is 1:16 - in Stirling the ratio is 1:10.</p> <p>The latest business start up figures suggest that new business starts are slower than they were 4 years ago and the survival rate of businesses have fallen.</p> |

| Issue | Impact | Timeline | Which council / partner service | Quantify |
|--|---|----------|--|----------|
| Economic Development (creation jobs/business) | Public transport Develop labour force locally (school and university leavers) Be proactive in schools to promote working (issues identified relate to cost of travel) | | Local transport providers Forth Valley College / secondary schools Education service (careers) | |

Report to Resources and Audit Committee

Date of Meeting: 4 October 2012

Subject: Annual Audit and Fraud Plan 2012/13

Report by: Director of Finance and Corporate Services

1.0 Purpose

- 1.1. This report presents the Annual Audit and Fraud Plan for 2012/13 to Resources and Audit Committee as required by the Internal Audit Charter and CIPFA Code of Practice for Internal Audit in Local Government.
- 1.2. In undertaking the reviews included in the Annual Plans, the Audit and Fraud Team will be able to form and provide an objective opinion on the Council's control environment.

2.0 Recommendations

- 2.1. The Committee is asked to approve the Annual Audit and Fraud Plan for 2012/13. It is also asked to note that the Annual Audit and Fraud Plan for 2013/14 will be presented to members for approval by the 2 May 2013 meeting.

3.0 Considerations

- 3.1. The requirement for an internal audit function within Local Authorities is implied by Section 151 of the Local Government Act 1972 which defines that authorities "make arrangements for the proper administration of their financial affairs."
- 3.2. Internal audit is an independent assurance function which provides an objective opinion to Resources and Audit Committee on the Council's control environment.
- 3.3. One of the primary objectives for the Audit and Fraud team is to provide members and senior management with independent assurance and an opinion on the effective operation of the Council's risk management, governance and internal control processes. This acknowledges however, that management is responsible for establishing the risk, governance and internal control processes and systems.

- 3.4. The Annual Audit and Fraud Plan 2012/13 in Appendix A identifies the assurance and fraud work that the Audit and Fraud Team aims to complete during the financial year that will form the basis for providing assurance on the Council's control environment.
- 3.5. The assurance provided by the Audit and Fraud team will also inform the Council's Annual Governance Statement (AGS) for 2012-13 and will address one of the key improvements identified as part of the AGS for 2011-12.
- 3.6. In December 2011, following an options appraisal, the Council approved the restructure of the audit team into an integrated Audit and Fraud Team. In early 2012, a Transitional Plan was agreed for the integration of the Audit team and Fraud team and the existing teams started consolidating into one team. Appendix B sets out the revised staffing structure for the new team.
- 3.7. In June 2012, the Council appointed Henderson Loggie, Chartered Accountants, to provide interim support to the Audit and Fraud team, pending readvertisement of the Audit and Fraud Team Leader post. During the summer, Henderson Loggie have supported the Revenues and Payments Manager is preparing the Annual Audit and Fraud Plan for 2012/13.
- 3.8. The work within the Annual Plan incorporated both audits and fraud reviews taking cognisance of the broadened skills and experience of the staff.
- 3.9. A risk based approach has been used in pulling together these plans which take account of the significant corporate and service risks currently facing the Council. The main priorities, aims and objectives of the Council and its key partners, as set out in the Single Outcome Agreement (SOA) and the Corporate and Service plans, were also considered. In addition, to capture potential areas of audit risk more fully, the Annual Governance Statement Assurance Questionnaires recently completed by Services at the end of 2011/12 were also reviewed and areas for action noted. To confirm areas assessed as 'critical' and 'high' risk meetings were held with many senior managers across the Council. The External Auditors were also consulted on their findings from their review of the control environment to date.
- 3.10. In subsequent years, it is expected that the proportion of time allocated to specific service areas and Value For Money (VFM) reviews will increase provided the key controls are found to be effective in critical and high audit risk areas.
- 3.11. Progress on the 2012-13 Plan will be reported quarterly to Resources and Audit Committee during the remainder of the financial year and an Annual Report will be presented at the end of the financial year. The Annual Report will summarise the key findings from the work completed during the year and provide an opinion on the Council's control environment.
- 3.12. As part of the Interim Support Arrangement, Henderson Loggie have also undertaken risk assessment work which will contribute to the foundation of the Audit and Fraud Plan 2013/14. This will form part of the hand over to the newly appointed Audit and Fraud Leader. The first key priority for the Audit and Fraud Team Leader, once in post, will be the completion of the Audit and Fraud Annual Plan for 2013-14 and the presentation of the Plan to the Resources and Audit Committee by the May 2013 meeting.

4.0 Sustainability Implications

4.1. There are no sustainability implications.

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

5.5. None

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

Financial Regulations

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix A - Annual Plan for 2012-13

Appendix B - Integrated Audit and Fraud Team Structure

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



Internal audit Options Appraisal - Phase 2

Cipfa Code of Practice for Internal Audit in Local Government

Author(s)

| NAME | DESIGNATION | TEL NO / EXTENSION |
|--------------|-------------------------------|--------------------|
| Susan Mackay | Revenues and payments Manager | 452047 |

Approved by

| NAME | DESIGNATION | SIGNATURE |
|------------------|--|--|
| Nikki Bridle | Director of Finance and Corporate Services |  |
| Elaine McPherson | Chief Executive |  |

Clackmannanshire Council

Audit and Fraud Annual Plan 2012-13

Appendix A

| Area | Service | Weeks | Risk | Quarter | Scope |
|---|---------------------------------------|-------|------|---------|---|
| Corporate Governance Arrangements | | | | | |
| Annual Assurance Report | Corporate | 10 | H | Q1 to 4 | This includes preparing an annual report for the Committee and input into the Annual Governance Statement (AGS) assurance process for the 2011-12 and 2012-13 accounts. |
| Corporate Audits | | | | | |
| Risk Management Arrangements | Corporate & a selection of services | 5 | H | Q3 | This will consider the corporate risk strategy, register and arrangements and will also examine the risk management arrangements in place at a selection of services. |
| Data Protection - Corporate | Corporate | 4 | H | Q1 | This considered the corporate arrangements for ensuring compliance with Data Protection legislation. |
| Completion of the ALEOs reviews & other prior years reviews | Corporate | 4 | H | Q1 | This included finalising reports from earlier years plans. |
| Financial Systems & Procedures | | | | | |
| Income Collection and Cash Receipting | Support Services- Finance/Accountancy | 5 | M | Q 3 | This review will examine the procedures and arrangements in place for the invoicing, collection and recovery of sundry debt across the Council and review the cash collection arrangements at the main CAPs. It will also include a review of the reconciliations of income receipted through the cash receipting system and posting to the main debtor and income ledgers and key income and revenue systems, including Rents, Council Tax and NDRI systems. |
| Non- Domestic Rates Income (NDRI) | Corporate Support Services- Revenues | 6 | M | Q4 | This review will seek to confirm that the expected key controls for the NDRI system are in place and operating effectively. |

Clackmannanshire Council

Audit and Fraud Annual Plan 2012-13

Appendix A

| Area | Service | Weeks | Risk | Quarter | Scope |
|---|--|--------------|-------------|----------------|--|
| Purchase Orders to Payment of Suppliers | Corporate & Revenues & Payments | 6 | H | Q4 | This review will include a review of the key controls in place for purchases, including the maintenance of the creditors ledger, access and authorisation, segregation of duties and compliance with the Council's purchasing procedures for items below the tendering limits. |
| Corporate Fraud | | | | | |
| Fraud Detection and Recovery | Audit and Fraud | 50 | H | Q1 to 4 | This includes fraud detection measures including corporate and benefit specific investigations, sanctions and recovery. |
| National Fraud initiative | All Services submitting data | 8 | H | Q2 to Q4 | The Audit and Fraud Team will lead on this national initiative, planning and co-ordinating services data submission. |
| Data matching | All Services | 4 | H | Q4 | Creation of Data Matching Policy and implementation of data matching risk assessment and arrangements, including undertaking of data matching for fraud and error detection purposes. |
| Anti-Fraud Strategy and Associated Policies | Corporate and Finance & Corporate Services | 4 | H | Q3 | A review of all fraud policies, procedures, local codes, registers of interest and hospitality and related regulations and prosecution policies to ensure that these are aligned and integrated, up to date and fit for purpose. |
| Fraud Training | Corporate and all services | 5 | H | Q3 | Develop a fraud training package and deliver it across the services for managers and Team Leaders. |
| Other | | | | | |
| Follow Up | | 4 | - | Quarterly | This will follow up the progress of recommendations from previous reports. |

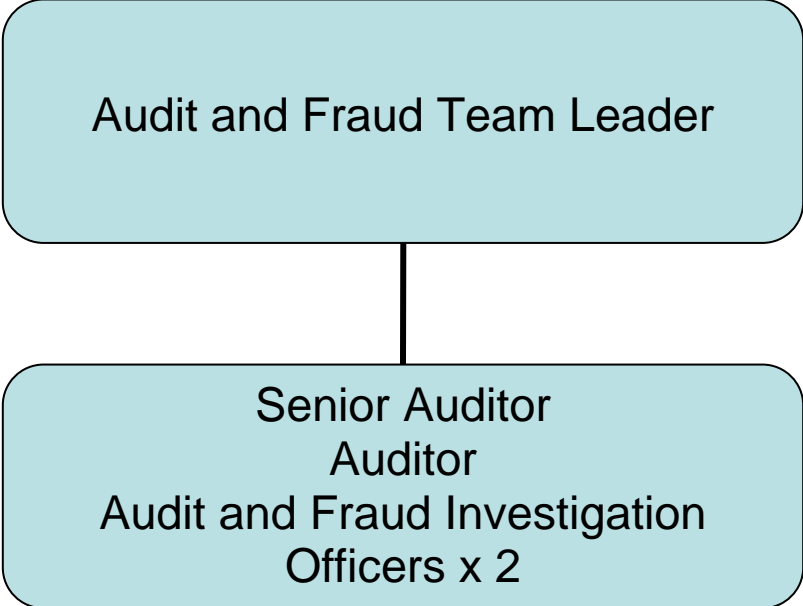
Clackmannanshire Council

Audit and Fraud Annual Plan 2012-13

Appendix A

| Area | Service | Weeks | Risk | Quarter | Scope |
|--|-----------------------|------------|------|-----------|---|
| Joint Board Audit Plan | | | | | |
| Annual Assurance Report | Valuation Joint Board | 3 | H | Q1, 2 & 4 | This includes preparing an annual report for the Committee and input into the Annual Governance Statement (AGS) assurance process for the 2011-12 and 2012-13 accounts. |
| Valuation Roll- Non Domestic Properties | Valuation Joint Board | 2 | M | Q4 | This will review the arrangements for ordering, invoicing and payment of revenue expenditure. |
| Total Time Allocated to Annual Plan | | 120 | | | |

Integrated Audit and Fraud Team Structure



Report to Resources and Audit Committee

Date of Meeting: 04 October 2012

Subject: Council Financial Performance at July 2012

Report by: Accountancy Manager

1.0 Purpose

- 1.1 This paper provides an update on the financial performance of the Council in respect of both revenue and capital spend for the current financial year, 2012/13, based on activity to date up to the end of July 2012. Projected outturns up to March 2013 are also set out in the report.

2.0 Recommendations

- 2.1. The Committee is asked to note, comment on and challenge the current financial position.

3.0 Background

- 3.1. Following the recent changes to the political decision making structures, Service Committees now receive budget monitoring reports at each meeting which provide more detail of the spending activity within their remit.
- 3.2. This overall report summarises the financial position of the Council and complements the service reporting arrangements.
- 3.3. Outturn positions reflected in this report are based on rigorous reviews of service spending activity by accountants and service managers which have been reinforced through ongoing budget challenge sessions conducted by the Directors Group.

4.0 General Fund Revenue

- 4.1 Appendix A to this paper sets out the revised estimate for each service area. This summary reflects as far as possible any further service reconfiguration implemented since the start of the year. Budgeted and actual spend for the four months to 31st July are shown together with projected outturns for the full year which have been prepared following discussions with managers within each Service area and subsequent review at budget challenge sessions.

4.2 Overall the Council's actual expenditure incurred to the end of July is recording a favourable position of £2.135m compared to our profiled budget at that stage of the year. This favourable position is expected to reduce as the year progresses and translate to a projected net underspend of £0.818m by the end of the year. The main reason for this favourable position is due to one off cash savings generated whilst services continue to conclude service redesigns.

4.3 Table 1 below provides an overview of the Council's outturn position within each Service Expenditure area. The commentary aims to flag the key reasons for material variances from the approved budget.

Table 1

| Service | Actual to 31.7.12 (under)/over | Projected 31.3.13 (under)/over | Commentary |
|--------------------------------|--------------------------------|--------------------------------|---|
| Support Services | (£371k) | (£272k) | One-off Cash Savings as vacancies have been prolonged whilst restructures are being implemented |
| Strategy and Customer Services | (£359k) | (£328k) | One-Off cash savings as vacancies have been prolonged while restructures are being implemented. Restructuring now complete. |
| Facilities Management | (£436k) | (£176k) | Waste Management Savings due to reduced tonnage and cheaper green bin waste disposal. |
| Social Policy | (£555k) | (£15k) | Child Care - Residential school overspend of £487K in excess of budget arising from an additional four placements. This is offset by management restructure savings of £132K and savings in most other areas. |
| Education | (£303k) | £84k | Supply teachers budget forecast to be overspent by £217K. NEET spend £127K no budget. Additional transport costs of £73K. Offset by Learning Assistants saving of £91K and various other savings. |
| Housing | (£151k) | (£46k) | Restructure not yet concluded generating cash savings. Ongoing re-alignment of budgets. |
| Community and Regulatory | (£40k) | (£54k) | Cash savings pending due to vacant posts. |
| PCU | £81k | 0 | Phasings currently being reviewed. Service confident that outturn position will be within budget. |

4.4 The 2012/13 budget incorporated savings of £1.886m through a combination management and policy savings together with invest to save savings. At this point in the year we are able to report that 83% of these savings have been secured. Table 2 below sets this out for each council service portfolio.

Table 2

| Department | Savings full year 12-13 £000 | Progress 12-13 £000 | Comments |
|-----------------------|------------------------------|---------------------|---|
| Support Services | 19 | 0 | Delay in implementation of Corporate Arrears system |
| Strategy and Customer | 285 | 245 | Restructure of Customer Services ongoing |
| Facilities Management | 396 | 379 | Restructure ongoing |
| Social Policy | 633 | 448 | Project to convert Upper Mill street |

| | | | |
|--------------------------|--------------|--------------|---|
| | | | ongoing. Saving delayed |
| Education | 181 | 181 | Restructure savings complete |
| Housing | 119 | 84 | Restructure ongoing. Reduction in payment to Women's Aid not actioned |
| Community and Regulatory | 107 | 89 | Restructure ongoing. Full saving not met this year |
| Corporate | 150 | 150 | Actioned - removal of car allowances per single statue agreement |
| | 1,886 | 1,576 | |

4.5 The 2012/13 budget incorporated a number of political initiatives, and we are able to report good progress in delivering these as detailed below in Table 2.

Table 3

| Initiative | £000 | Comments |
|--|-------------|--|
| Public conveniences: Alloa | 65 | Toilets now open |
| Environmental Improvement Fund | 100 | Fund available ring-fenced within invest to save forum. Report on proposed operation of fund submitted to Enterprise and Development Committee |
| Fund available ring-fenced within invest to save forum | 135 | Working group to start up soon once TU's confirm representation |
| Early intervention: Tillicoultry | 50 | Ongoing work - The HUB will be established by year end. Consultation work on additional expenditure to be prioritised and further meetings with all stakeholders and Tillicoultry Action Group are being arranged. |
| Early intervention: Raising attainment | 180 | Extension of Breakfast club provision. Reviewing in summer to determine uptake. Provision in place for all schools to access this facility Employing 3 FTE. Specific action plan for each school. Centrally managed but locally delivered. A requirement that the impact of the investment is demonstrated using monitoring and tracking of pupils 'at risk'. Quarterly reporting on action plan. |
| Childcare Services | 100 | Temp Service Manager and additional Team Leader have been recruited. Two additional social work posts have also been filled. |
| Alva Pool | 250 | Payment made in July. Transferred |
| Healthy eating initiatives | 30 | Breakfast service has been extended and in place |
| Zero Waste | 134 | Ear marked reserve to be used in food waste collections and zero waste strategy implementation |
| Choice based lettings facility | 40 | Will be progressed in allocations policy review within HRA |
| Review of Leisure provision | 50 | Funding approved for technical review of ALB options and other facilities including review of Sports Scotland facilities planning model in Clackmannanshire. Awaiting feedback from Leisure and Sports Main Issues Report consultation prior to agreeing brief for review |

4.6 The Budget Strategy Update paper to Council in August highlighted the latest projected funding gap facing the Council over the next two years at £12.511m. Services are working on business case developments taking forward outputs

suggested at the budget challenge sessions. There remains a degree of uncertainty on timing of approval and delivery of these ongoing saving proposals, and thus the positive outcome being forecast in the current year will assist the budget planning over the coming year.

5.0 Housing Revenue Account

- 5.1 There is considerable work on-going with Housing and Accountancy Services to re-align all budgets to ensure that budgets more fully reflect service delivery.
- 5.2 Appendix B to this paper sets out the summary budget for the Housing Revenue Account for this year. Budgeted and actual spend for the four months to 31st July are shown together with projected outturns for the full year. A number of budget lines show significant "actual" underspend but projected outturn on budget. This is due to seasonal variations and delays in completion and processing of charges from PCU. Work is ongoing to re-profile budget phasings.
- 5.3 Staffing budgets have now been aligned and are reflected in projections and are the main contributory factor in the resulting projected underspend of £287k outturned for the year. It is assumed that vacancies will remain in place until any restructure is implemented.

6.0 Capital

6.1 General Services

- 6.2 Appendix D to this paper details the General Services capital programme for the current year where individual projects are listed within the various asset management plans. The budgets for the year have been adjusted for changes in carry-forward figures from 2011/12, since the budget was approved in February. This results in an adjusted gross budget for 2012/13 of £10.092m compared to the sum approved at Council in February of £8.556m. The movements are recorded in Appendix C. After allowing for the General Government Grant, the revised net capital financing requirement in the year is £6.160m.
- 6.3 A considerable amount of work has been done with Services to predict the phased budgeted spend of each project, and for the first time the appendix records variances between budgeted and actual spend to date as well as projecting the spend for the full year. Brief comments on project status are also recorded.
- 6.4 At the end of July, there is an underspend of £0.444m compared to forecast, and this position is expected to translate into an underspend of £1.720m on projects that will now move into 2013/14. The significant projects that contribute to this position are detailed in Table 4 below:

Table 4

| Project | Variance (£000) | Comments |
|-------------------------|------------------------|---------------------------------|
| 3-12 School Development | (100) | 3 roof projects at tender stage |

| | | |
|---|-------|--|
| Spiers Centre | (651) | Enabling works commencing November. Project c/fwd to 2013/14 |
| St Johns / Claremont | (359) | Now Initiated through HUB process. Substantive work not until March 2013 |
| Black Devon Landfill Gas Collection & Treatment Project | (272) | C/fwd to 2013/14 due to planning permission not allowing work beyond September because of proximity to SSSI. Can not commence until end of March 2013 now. |

6.5 The 2012/13 budget also incorporated a number of political initiatives in respect of capital over the next three years, and we are able to report progress in delivering these as detailed below in Table 5.

Table 5

| Initiative | £000 | Comments |
|-----------------------|-------|--|
| Capital Stimulus Fund | | 3 sites as per Council report of 8 March to be marketed this month. Temporary staff to be employed to manage project |
| Property Asset Plan | 4,637 | Backlog maintenance in school estate. Significant summer programme of works complete with larger roof replacements currently at tender stage. Property asset management improvements ongoing at Kelliebank Village / small town initiative at feasibility stage at Sauchie, aiming to go to consultation shortly |
| Roads Asset Plan | 1,485 | Backlog maintenance of road infrastructure being addressed and on site |
| Land Asset Plan | 75 | Currently seeking agreement of landowners to works. Preliminary works contractor appointed. |
| Fleet Asset Plan | 120 | Vehicles ordered awaiting delivery in December to coincide with food waste roll-out |
| IT Asset Plan | 250 | HR/payroll system procured, project team in place and transition phase underway. Estimate dual running in November/December with go-live scheduled for end of March at latest. |

6.6 Housing Revenue Account

6.7 Appendix E to this paper details the Housing Revenue Account capital programme for the current year with individual projects. The budgets for the year have been adjusted for changes in carry-forward figures from 2011/12, since the budget was approved in February. This results in an adjusted gross budget for 2012/13 of £8.699m. After allowing for the sale of council houses, the revised net capital financing requirement in the year is £7.885m.

- 6.8 Work has started to introduce more accurate phased budgeted spend of each project, which are reflected in the appendix. Brief comments on project status are also recorded.
- 6.9 At the end of July, there is an overspend of £0.115m compared to forecast, but this position is expected to translate into an underspend of £0.491m on projects for the full year 2012/13. The significant projects that contribute to this position are detailed in Table 6 below:

Table 6

| Project | Variance (£000) | Comments |
|--------------------|------------------------|--|
| Structural Works | 100 | Additional asbestos removal (£75k) as a direct result of grant funded central heating programme. |
| Kitchens | 444 | Review of kitchen programme undertaken. Additional kitchens identified at pine Grove, Lochbrae. |
| Demolitions | (154) | Insurance claim contribution not anticipated in budget |
| Council new build | (650) | Grant funding expected this year not included in original budget |
| Computer Equipment | (225) | HBMS system to be retendered due to change in specification |

- 6.10 It should be highlighted that the HRA capital investment is projected at over £12m from an actual programme of £8.699, recognising over £4m of external grant income from government and external utility companies.

7.0 Conclusions

- 7.1 General Services revenue spend is anticipated to achieve an underspend of £0.818m in the year as a result of ongoing vacancy management pending conclusion of service restructuring. This favourable outcome will strengthen reserves and assist budget planning over the next year.
- 7.2 Significant progress is being made in delivering the approved savings of £1.886m with an achievement of 83% to date.
- 7.3 The Housing Revenue Account is also anticipating an underspend of £0.287m as a result of a similar vacancy management position.
- 7.4 As a result of projects carried forward from last year, the Council's capital programme in 2012/13 stands at £10.092m and £8.699m respectively for General Services and HRA. The current review of the programme indicates that underspends of £1.720m on General Services and £0.491m on HRA will arise, and the specific projects involved are detailed within the report.

8.0 Sustainability Implications

- 8.1 None

9.0 Resource Implications

9.1 Financial Details

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

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

9.4 Staffing

10.0 Exempt Reports

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

11.0 Declarations

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

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

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

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

Our communities are safer

Vulnerable people and families are supported

Substance misuse and its effects are reduced

Health is improving and health inequalities are reducing

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

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

12.0 Equalities Impact

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

13.0 Legality

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

14.0 Appendices

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

Council summary of expenditure

15.0 Background Papers


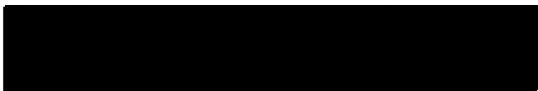
15.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

| NAME | DESIGNATION | TEL NO / EXTENSION |
|-----------------|---------------------|--------------------|
| Martin Dunsmore | Accountancy Manager | 2041 |

Approved by

| NAME | DESIGNATION | SIGNATURE |
|------------------|--|--|
| Nikki Bridle | Director of Finance and Corporate Services |  |
| Elaine McPherson | Chief Executive |  |

Clackmannanshire Council Summary
31st July 2012

Appendix A

| | Annual Budget 2012/13 | Budget To 31st July 2012 | Actual To 31st July 2012 | Outturn 31st July 2012 | Budget to date V Actual to date 31st July 2012 | Variance Outturn V Budget 31st July 2012 |
|---|-----------------------------|--------------------------------|--------------------------------|------------------------------|---|--|
| Service | | | | | | |
| Support Services | 6,057 | 2,136 | 1,766 | 5,785 | (371) | (272) |
| Strategy and Customer Services | 7,117 | 2,460 | 2,101 | 6,789 | (359) | (328) |
| | 13,174 | 4,597 | 3,867 | 12,574 | (730) | (601) |
| Less Allocated to Non General Fund Services | (1,779) | 0 | 0 | (1,716) | 0 | 63 |
| | 11,395 | 4,597 | 3,867 | 10,858 | (730) | (537) |
| Facilities Management | 23,778 | 9,656 | 9,220 | 23,602 | (436) | (176) |
| Social Policy | 25,583 | 8,834 | 8,279 | 25,568 | (555) | (15) |
| Education | 33,870 | 11,154 | 10,851 | 33,954 | (303) | 84 |
| Housing | 3,185 | 1,139 | 987 | 3,139 | (151) | (46) |
| Community and Regulatory | 5,423 | 1,560 | 1,520 | 5,369 | (40) | (54) |
| PCU | (897) | 1,021 | 1,101 | (897) | 81 | 0 |
| Corporate Adjustments | 783 | 0 | 0 | 783 | 0 | 0 |
| Misc Services - Non Distributed Costs | 1,132 | 0 | 0 | 1,058 | 0 | (74) |
| Service Expenditure | 104,252 | 37,960 | 35,825 | 103,434 | (2,135) | (818) |
| Add Requisitions from Joint Boards | | | | | | |
| Central Scotland Police | 3,883 | 0 | 0 | 3,883 | 0 | 0 |
| Central Scotland Fire | 2,486 | 0 | 0 | 2,486 | 0 | 0 |
| Central Scotland Valuation | 394 | 0 | 0 | 394 | 0 | 0 |
| | 111,015 | 37,960 | 35,825 | 110,197 | (2,135) | (818) |
| Add / (Deduct) | | | | | | |
| Interest on Revenue Balances | (160) | 0 | 0 | (160) | 0 | 0 |
| Loan Charges | 9,443 | 0 | 0 | 9,443 | 0 | 0 |
| Contribution to Bad Debt Provision | 200 | 0 | 0 | 200 | 0 | 0 |
| Contribution to Spend to Save Fund | 290 | 0 | 0 | 290 | 0 | 0 |
| | 120,788 | 37,960 | 35,825 | 119,970 | (2,135) | (818) |
| Sources of funding | | | | | | |
| General Revenue Funding/Non-Domestic Rates | (95,608) | 0 | 0 | (95,608) | 0 | 0 |
| Council Tax | (21,581) | 0 | 0 | (21,581) | 0 | 0 |
| Contribution From Reserves | (2,237) | 0 | 0 | (2,237) | 0 | 0 |
| Contribution from Ear marked reserves | (1,362) | 0 | 0 | (1,362) | 0 | 0 |
| | (120,788) | 0 | 0 | (120,788) | 0 | 0 |
| Projected (Surplus) / Shortfall | 0 | | 35,825 | (818) | (2,135) | (818) |

HOUSING REVENUE ACCOUNT SUMMARY

Appendix B

| | Annual Budget 2012/13 | Budget To 31/07/12 | Actual To 31/07/12 | Projected Outturn to 31/03/13 | Variance Outturn v Budget |
|-------------------------------------|--------------------------|-----------------------|-----------------------|-------------------------------------|---------------------------------|
| REPAIRS & MAINTENANCE | | | | | |
| Private Contractors & Land Service: | 350,000 | 113,322 | 117,676 | 386,787 | 36,787 |
| Void Houses | 1,060,000 | 353,298 | 115,781 | 1,065,300 | 5,300 |
| General Maintenance | 2,111,000 | 703,596 | 215,573 | 2,111,000 | 0 |
| Cyclical Maintenance | 680,000 | 226,644 | 18,888 | 680,000 | 0 |
| Gas Contract | 360,000 | 119,988 | 65,078 | 360,000 | 0 |
| Minor SW Repairs | 21,000 | 6,999 | 3,720 | 21,000 | 0 |
| | 4,582,000 | 1,523,848 | 536,716 | 4,624,087 | 42,087 |
| SUPERVISION & MANAGEMENT | | | | | |
| | 4,056,600 | 814,036 | 641,810 | 3,762,763 | (293,837) |
| CAPITAL FINANCING COSTS | | | | | |
| Principal Repayments | 1,280,590 | 0 | 0 | 1,280,590 | 0 |
| Interest Payments | 2,186,190 | 0 | 0 | 2,186,190 | 0 |
| Loans Fund Expenses | 21,000 | 0 | 0 | 21,000 | 0 |
| | 3,487,780 | 0 | 0 | 3,487,780 | 0 |
| OTHER EXPENSES | | | | | |
| Insurance | 250,000 | 250,000 | 214,661 | 214,661 | (35,339) |
| Stair Lighting | 10,620 | 3,540 | 2,021 | 10,620 | 0 |
| Void Rent Loss | 327,550 | 109,172 | 125,731 | 327,550 | 0 |
| Garden Aid Scheme | 102,020 | 34,003 | 33,158 | 102,020 | 0 |
| Special Uplifts | 127,590 | 42,526 | 36,170 | 127,590 | 0 |
| Pest Control | 12,690 | 4,230 | 1,182 | 12,690 | 0 |
| Contributions to Bad Debts | 191,880 | 0 | 0 | 191,880 | 0 |
| Miscellaneous | 10 | 3 | 0 | 10 | 0 |
| Council Tax on Empty Properties | 11,280 | 0 | 0 | 11,280 | 0 |
| | 1,033,640 | 443,474 | 412,923 | 998,301 | (35,339) |
| TOTAL EXPENDITURE | | | | | |
| | 13,160,020 | 2,781,357 | 1,591,449 | 12,872,930 | (287,090) |
| INCOME | | | | | |
| Rents | (15,649,260) | (5,602,982) | (5,480,210) | (15,649,260) | 0 |
| Other Income (Garage Sites, Shops) | (40,500) | (13,499) | (11,556) | (40,500) | 0 |
| Interest on Revenue Balances | (34,780) | 0 | 0 | (34,780) | 0 |

HOUSING REVENUE ACCOUNT SUMMARY

Appendix B

| | Annual Budget 2012/13 | Budget To 31/07/12 | Actual To 31/07/12 | Projected Outturn to 31/03/13 | Variance Outturn v Budget |
|------------------------|----------------------------------|-------------------------------|-------------------------------|--|--|
| | (15,724,540) | (5,616,480) | (5,491,766) | (15,724,540) | 0 |
| NET EXPENDITURE | (2,564,520) | (2,835,123) | (3,900,318) | (2,851,610) | (287,090) |

| General Services Capital Programme Budget 2012/13 Service / Project Name | Gross 2012/13 Budget approved by Special Council 09.02.12 | Additional Carry Forwards not on original Special Council Report | Transfer from Capital Receipts | 2012/13 Budget approved by Special Council 09.02.12 including additional c/fwds | Net 2013/14 Budget approved by Special Council on 9 Feb 2012 | Net 2014/15 Budget approved by Special Council on 9 Feb 2012 |
|---|---|--|--------------------------------|---|--|--|
| | £ | £ | | £ | £ | £ |
| Property Asset Management Plan | | | | | | |
| 3-12 School Development (Primary & Nursery) & School Fund (9) | 750,000 | 51,310 | | 801,310 | 750,000 | 750,000 |
| Additional 3-12 School Development funding | 750,000 | 0 | | 750,000 | 0 | 1,000,000 |
| Forthbank Waste Recycling Project & Accomodation Rationalisation | 20,000 | 80,390 | | 100,390 | 0 | 0 |
| Cochrane Hall, Alva Refurbishment & Upgrading | 10,000 | 3,340 | | 13,340 | 0 | 0 |
| Alloa Town Centre Regeneration: Speirs Centre | 1,800,000 | 100,640 | | 1,900,640 | 900,000 | 50,000 |
| Telecare | 75,000 | 0 | | 75,000 | 75,000 | 75,000 |
| St. Johns / Claremont | 400,000 | 78,880 | | 478,880 | 3,000,000 | 900,000 |
| Tillicoultry Asset Plan: Conversion of family centre to community hub | 370,000 | 2,570 | | 372,570 | 10,000 | 0 |
| Tillicoultry Asset Plan: Redevelop existing CAP/Library to housing | 135,000 | 3,730 | | 138,730 | 0 | 0 |
| Purchase of Former Health Centre Site, Marshall, Alloa | 150,000 | 0 | | 150,000 | 0 | 0 |
| Alloa Gymnastic Club | 37,000 | 0 | | 37,000 | 0 | 0 |
| Property Asset Management Improvements | 100,000 | 0 | | 100,000 | 100,000 | 400,000 |
| Village / Town Centre Initiative (Phase 1: Sauchie) | 250,000 | 0 | | 250,000 | 0 | 0 |
| CCTV | 81,000 | 9,260 | | 90,260 | 0 | 0 |
| School Building Alarm Systems | 0 | 19,950 | | 19,950 | 0 | 0 |
| Demolition of Lornshill Academy & Construct Car Parking & Football Pitch & Runn | 0 | 82,990 | | 82,990 | 0 | 0 |
| Roads Asset Management Plan | | | | | | |
| Bridge Strengthening | 0 | 26,490 | | 26,490 | 0 | 0 |
| Flood Prevention | | | | | | |
| Flood Prevention Scheme - Tillicoultry (Elistoun Drive) | 50,000 | 102,440 | | 152,440 | 0 | 0 |
| | 0 | 67,380 | | 67,380 | 50,000 | 700,000 |
| | | | | | 0 | |
| Road & Footway Improvements (SRMCS), including town centres | 1,400,000 | 81,530 | | 1,481,530 | 1,500,000 | 1,600,000 |
| National Cycle Route | 0 | 42,000 | | 42,000 | 0 | 0 |
| | | 0 | | | | |
| Land Asset Management Plan | | | | | | |
| Black Devon Landfill Gas Collection & Treatment Project | 260,000 | 33,750 | | 293,750 | 5,000 | 0 |
| Cemeteries Strategy | 60,000 | 0 | | 60,000 | 0 | 200,000 |
| Contaminated Land / Alva Gas Works | 53,000 | 26,580 | | 79,580 | 53,000 | 53,000 |
| Parks, Play Areas & Open Spaces | 50,000 | 11,460 | | 61,460 | 50,000 | 50,000 |
| Keilarsbrae Skatepark | 0 | 0 | 75,000 | 75,000 | 0 | |
| Footpath, Mill Glen, Tillicoultry | 75,000 | 0 | | 75,000 | 0 | |
| Landscape Partnership - conserve Ochills / Hillfoots | 113,000 | 2,120 | | 115,120 | 0 | 0 |
| Shillinghill to the Town Hall: Relocated Road Crossing | 0 | 13,790 | | 13,790 | 0 | 0 |
| Mixed Leisure Route Upgrading | 0 | 10,000 | | 10,000 | 0 | 0 |
| Town Centre Regeneration Fund - Imagine Alloa | 0 | 6,950 | | 6,950 | 0 | 0 |
| Fleet Asset Management Plan | | | | | | |
| Vehicle Replacement Programme (for details, see below) | 750,000 | 293,960 | | 1,043,960 | 1,400,000 | 718,000 |
| Wheeled/Litter Bins / Strategic Waste Fund | 30,000 | 24,110 | | 54,110 | 30,000 | 30,000 |
| Zero Waste Plan Vehicles | 60,000 | 0 | | 60,000 | 60,000 | |
| Plugged in places - grant funded | | | | | | |
| IT Asset Management Plan | | | | | | |
| IT Services | 327,000 | 165,960 | | 492,960 | 235,000 | 372,000 |
| Additional IT funding for major core systems | 250,000 | 0 | | 250,000 | 0 | |
| Finance Services - General Ledger system | 0 | 52,270 | | 52,270 | 0 | 0 |
| Capital Contribution to the Police Board | 150,000 | 0 | | 150,000 | 138,000 | 203,000 |
| Efficient Government/Customer First Developments | 0 | 66,660 | | 66,660 | 0 | 0 |
| | | | | | | |
| Total Capital Programme | 8,556,000 | 1,460,510 | 75,000 | 10,091,510 | 8,356,000 | 9,841,000 |
| General Capital Grant | | | | | | |
| General Capital Grant | 0 | 0 | | (3,932,000) | (3,689,000) | (5,261,000) |
| | | | | | | |
| Net Capital Budget | 8,556,000 | 1,460,510 | 75,000 | 6,159,510 | 4,667,000 | 4,580,000 |

| General Services Capital Programme Budget 2012/13 | | | | | | | | Appendix D |
|---|---------------------|--|-------------------|------------------------|-----------------------------|-----------------------------|---------------------------------|--|
| Service / Project Name | Ledger Code | 2012/13 Budget approved by Special Council 09.02.12 including additional c/fwds £ | Budget to 31.7.12 | Actual to 31.7.12 £ | Projected Out-turn 31.03.13 | Variance Budget v Projected | Budget to Date v Actual to date | Comment |
| Property Asset Management Plan | | | | | | | | |
| 3-12 School Development (Primary & Nursery) & School Fund & Additional 12-13 F | 90104900 | 1,551,310 | 210,260 | 210,260 | 1,451,310 | (100,000) | 0 | Summer programme completed, 3 roof projects at tender stage |
| Forthbank Waste Recycling Project & Accomodation Rationalisation | 90420090 | 100,390 | 23,890 | 23,888 | 100,390 | 0 | (3) | |
| Cochrane Hall, Alva Refurbishment & Upgrading | 90150170 | 13,340 | 1,540 | 1,581 | 7,750 | (5,590) | 41 | Retention £7,750 2.5% of work Marshalls £310,000 |
| Alloa Town Centre Regeneration: Speirs Centre | 90504900 | 1,900,640 | 132,000 | 131,374 | 1,250,000 | (650,640) | (626) | Temp Library Works Complete. Enabling works commencing November. Project c/fwd to 13/14 |
| St. Johns / Claremont | 90108700 | 478,880 | 5,880 | 5,839 | 120,000 | (358,880) | (41) | Now initiated through HUB process/ Substantive work not until March 2013. |
| Tillicoultry Asset Plan: Conversion of family centre to community hub | 90150210 | 372,570 | 15,070 | 14,213 | 372,570 | 0 | (857) | Marshalls completing works - To be completed by end of Oct/Nov for Library to flats to commence |
| Tillicoultry Asset Plan: Redevelop existing CAP/Library to housing | 90460075 | 138,730 | | (0) | 138,730 | 0 | (0) | Work commencing December at earliest |
| Purchase of Former Health Centre Site, Marshall, Alloa | 90405500 | 150,000 | 150,000 | 159,480 | 159,480 | 9,480 | 9,480 | Completed - Additional legal costs of purchase not included in budget |
| Alloa Gymnastic Club | 90504901 | 37,000 | | 0 | 0 | (37,000) | 0 | Actual approved grant £61,500. This will be funded from revenue reserves and not capital |
| Property Asset Management Improvements | 90504902 | 100,000 | | 0 | 100,000 | 0 | 0 | Kelliebank & Kilncraigs wall ongoing |
| Village / Town Centre Initiative (Phase 1: Sauchie) | 90504903 | 250,000 | | 0 | 250,000 | 0 | 0 | Feasibility study Sept 2012 - pending agreement works start in New Year |
| School Building Alarm Systems | 90105700 | 19,950 | | 0 | | | | |
| Demolition of Lornshill Academy & Construct Car Parking & Football Pitch & Runnin | 90108600 | 82,990 | | 0 | 82,990 | 0 | 0 | Construction disputes/ Variation to contract. Also retention carry forward from 11/12. |
| CCTV | 90200600 | 90,260 | | 0 | 0 | (90,260) | 0 | Feasibility study in progress to replace cameras. Spend will be confirmed at next CCTV meeting - Carry forward to 13/14 |
| Kilncraigs 1936 BPRA Project | 90504800 | 0 | | 17,333 | 0 | 0 | 0 | Costs incorporated in Kilncraigs Development via developer |
| Roads Asset Management Plan | | | | | | | | |
| Bridge Strengthening | 90401700 | 26,490 | 9,987 | 9,987 | 26,490 | 0 | 0 | A91 Dollar Burn Bridge, Contract due to commence February |
| Flood Prevention | 90402700 | 219,820 | 169,055 | 169,055 | 219,820 | 0 | (0) | Projected as fully spent in 12-13 |
| Road & Footway Improvements (SRMCS), including town centres | 90403000 | 1,481,530 | 386,067 | 264,506 | 1,481,530 | 0 | (0) | Projected as fully spent in 12-13 |
| Accident Prevention, CWSS, Traffic management | 90401020 | 0 | 0 | 60,670 | | | | |
| National Cycle Route | 90505600 | 42,000 | 0 | 0 | 42,000 | 0 | 0 | Blairlogie-Menstrie-Alva cycle route and TOUCAN crossing on A91 |
| Mixed Leisure Route Upgrading | 90505620 | 10,000 | 0 | 0 | 10,000 | 0 | 0 | Cambus-Menstrie cycle route |
| Shillinghill to the Town Hall: Relocated Road Crossing | 90405000 | 13,790 | 0 | 0 | 13,790 | 0 | 0 | Disabled / Accessibility in Alloa |
| Street Lighting | 90404000 | 0 | 0 | 60,891 | 0 | 0 | 0 | Projected above as part of full budget |
| Integrating Rail to Alloa | 90503100 | 0 | 0 | 13,839 | 0 | 0 | 13,839 | Grant funded |
| Gateways and Roundabouts | 90410300 | 0 | 0 | (4,000) | (4,000) | (4,000) | (4,000) | Sponsorship money Dumyat & Parkmill - Yr 3/3 |
| Land Asset Management Plan | | | | | | | | |
| Black Devon Landfill Gas Collection & Treatment Project | 90420080 | 293,750 | 97,917 | 9,780 | 22,000 | (271,750) | (88,137) | Carry forward to 13-14 due to planning permission not allowing work beyond the end of September due to the proximity of the SSSI, so work cant commence until end march 2013. Tender returns for the work not awarded yet. |
| Cemeteries Strategy | 90410110 & 90410100 | 60,000 | 20,000 | 0 | 60,000 | 0 | (20,000) | Woodland burial site - commence Nov 2012 |
| Contaminated Land / Alva Gas Works | 90420055 | 79,580 | 26,527 | 19,324 | 40,000 | (39,580) | (7,203) | Feasibility study - balance not required |
| Parks, Play Areas & Open Spaces | 90410400 | 61,460 | 20,487 | 36,166 | 61,460 | 0 | 15,679 | Projected to spend |

| General Services Capital Programme Budget 2012/13 | Ledger Code | 2012/13 Budget approved by Special Council 09.02.12 including additional c/fwds | Budget to 31.7.12 | Actual to 31.7.12 | Projected Out-turn 31.03.13 | Variance Budget v Projected | Budget to Date v Actual to date | Comment |
|--|-------------|---|-------------------|-------------------|-----------------------------|-----------------------------|---------------------------------|--|
| Service / Project Name | | £ | | £ | | | | |
| Keilarsbrae Skatepark | 90410450 | 75,000 | 25,000 | 779 | 75,000 | 0 | (24,221) | At tender |
| Footpath, Mill Glen, Tillicoultry | 90410460 | 75,000 | 25,000 | 0 | 10,000 | (65,000) | (25,000) | Work not expected until 13/14 |
| Landscape Partnership - conserve Ochills / Hillfoots | 90505400 | 115,120 | 38,373 | 11,620 | 115,120 | 0 | (26,753) | Spend to be confirmed |
| Town Centre Regeneration Fund - Imagine Alloa | 90505300 | 6,950 | 0 | 0 | 6,950 | 0 | 0 | Spend to be confirmed |
| Wheeled/Litter Bins / Strategic Waste Fund | 90420065 | 54,110 | 18,037 | 25,990 | 54,110 | 0 | 7,954 | Bins capital allocation will be fully spent within budget at year end |
| Fleet Asset Management Plan | | | | | | | | |
| Vehicle Replacement Programme (for details, see below) | 90450000 | 1,043,960 | 347,987 | 82,160 | 1,043,960 | 0 | (265,827) | £616,000 ordered to date - remainder quotes being received |
| Zero Waste Plan Vehicles | 90450141 | 60,000 | 0 | 0 | 60,000 | 0 | 0 | Two vehicles ordered at £61K each. Grant funding expected but finalised figure still to be determined after submission of business case. |
| Plugged in places - grant funded | 90420030 | | 0 | 0 | 0 | 0 | 0 | Fully grant funded electric points for vehicles |
| IT Asset Management Plan | | | | | | | | |
| IT Services | 90700451 | 492,960 | 164,320 | 182,293 | 492,960 | 0 | 17,973 | Projected as fully spent in year |
| Additional IT funding for major core systems | 90700452 | 250,000 | 42,100 | 42,081 | 250,000 | 0 | (19) | Projected as fully spent in year |
| Finance Services - General Ledger system | 90701125 | 52,270 | 17,423 | 311 | 52,270 | 0 | (17,112) | This needs to be confirmed as to whether this underspend from previous year will actually be spent in 12/13 |
| Capital Contribution to the Police Board | 90702600 | 150,000 | 50,000 | 40,000 | 117,552 | (32,448) | (10,000) | As per requisition less than budgeted |
| Telecare | 90302400 | 75,000 | 25,000 | 30,606 | 75,000 | 0 | 5,606 | On budget at year end |
| Efficient Government/Customer First Developments | 90701900 | 66,660 | 1,700 | 1,700 | 66,660 | 0 | 0 | Projecting on budget but this may change depending on what this has been agreed to be spent on. JM confirming at next F&C meeting. |
| Property Disposals (Capital Receipts & selling expenditure) | | | | | | | | |
| Sale of Alloa/Alva Secondary S | 90908200 | 0 | 0 | 220 | 220 | 220 | 220 | Small balance of legal fees (registers) |
| General Capital Grant | | | | | | | | |
| General Capital Grant | 90900999 | (3,932,000) | (1,310,667) | (1,335,668) | (4,007,000) | (75,000) | (25,001) | Actual differs from budgeted government grant |
| Total Capital Programme | | 6,159,510 | 712,952 | 286,276 | 4,419,112 | (1,720,448) | (444,009) | |
| Vehicle Replacement Programme Details | | | | | | | | |
| Vehicle - Property Contracts | 90450100 | 0 | | (6,365) | | | | |
| Vehicle - Refuse Collection | 90450110 | 0 | | 111,153 | | | | |
| Vehicle - Street Cleaning | 90450120 | 0 | | 42,545 | | | | |
| Vehicle - Land Services | 90450130 | 0 | | (51,720) | | | | |
| Vehicle - Roads Contract | 90450140 | 0 | | (3,456) | | | | |
| Plugged in places - grant funded | 90420030 | 0 | | (9,996) | | | | |
| Total Vehicles | | | 0 | 82,160 | | | | |

| Housing Capital Programme 2011/12 to 2014/15: Period to March 2012 update | Grant Funded Expenditure | Grant Funded Income | Amended Budget 2012/13 including carry forwards | Actual to 31.7.12 | Budget to 31.7.12 | Projected Out- turn 31.03.13 | Variance Budget v Projected | Budget to Date v Actual to date | Comment |
|--|-----------------------------|------------------------|--|----------------------|----------------------|---------------------------------|-----------------------------------|------------------------------------|--|
| SCOTTISH HOUSING QUALITY STANDARD | | | | | | | | | |
| TACKLING SERIOUS DISREPAIR PRIMARY BUILDING ELEMENTS | | | | | | | | | |
| Structural Works | | | | | | | | | |
| Asbestos Removal Works | | | 25,000 | 37,431 | 8,333 | 100,000 | 75,000 | 29,098 | |
| Alloa & Clacks Fire Damaged Properties | | | | | | | 0 | 0 | Reactive service as and when required. Introducing a sampling regime rather than complete |
| Rem Subsidence Clack 2273 | | | | (5,875) | | | 0 | (5,875) | asbestos surveys to reduce consultant costs. Additional asbestos removal as a direct result |
| Structural Work at Shalsbury Street | | | | 3,027 | | 20,000 | 20,000 | 3,027 | of grant funded central heating programme |
| Structural Works General 401800 | | | | 0 | | | 0 | 0 | |
| General Asbestos Testing Term contract | | | 25,000 | 18,285 | 8,333 | 30,000 | 5,000 | 9,952 | |
| Structural Works | 0 | 0 | 50,000 | 52,868 | 16,667 | 150,000 | 100,000 | 36,201 | |
| SECONDARY BUILDING ELEMENTS | | | | | | | | | |
| Damp/Rot | | | | | | | | | |
| 2009/12 Rot & Damp Treatment Term Contract | | | 25,000 | 0 | | 25,000 | 0 | 0 | Garvally Crescent - completed awaiting invoice |
| Damp/Rot | 0 | 0 | 25,000 | 0 | 0 | 25,000 | 0 | 0 | |
| Roofs / Rainwater / External Walls | | | | | | | | | |
| 2010-11 Re-Rendering - Retentions only | | | | 0 | | | 0 | 0 | |
| Roofs / Rainwater General | | | | 0 | | | 0 | 0 | |
| 1-7C High Street, Alloa - Upgrade of roofs No budget Long standing dispute in private sector | | | | 0 | | | 0 | 0 | |
| 2011-15 Render & Roof | | | 585,270 | 210 | 0 | 585,270 | 0 | 210 | Fully committed - works now commenced with Ailsa |
| Carseview Wall Upgrade | | | 50,000 | 0 | 0 | 50,000 | 0 | 0 | Carseview Upgrade being completed by an external provider. £2.5M project fully funded to completed by Dec 2012. No costs or income will be processed through the council account Budget of £50K is a contingency for associated necessary works. |
| Roofs / Rainwater / External Walls | 0 | 0 | 635,270 | 210 | 0 | 635,270 | 0 | 210 | |
| ENERGY EFFICIENCY | | | | | | | | | |
| Full Efficient Central Heating | | | | | | | | | |
| 09/10 Central Heating Ph1 2303A - Retention | | | | 0 | | | 0 | 0 | |
| 2010/13 Central Heating - Term Contract (Planned) | | | 667,058 | 171,537 | 171,538 | 667,057 | (1) | (1) | |
| 2010/14 Central Heating Replacement - Term Contract (Emergencies) | | | 38,782 | 38,782 | 38,782 | 38,782 | 0 | 0 | |
| Central Heating General | | | 468 | 468 | 468 | 468 | 0 | 0 | |
| Carseview Thermal insulation render - Grant Funded | 1,100,000 | (1,100,000) | 0 | 0 | 0 | 0 | 0 | 0 | Invoice for full works to go through in October as works will be complete. Bowmar £2.2M project - British Gas grant £1.1M. Cost accrued in 2011-12 £130k |
| Bowmar Community Energy Savings Programme (CESP) | 2,069,602 | (1,100,000) | 969,602 | 0 | 0 | 969,602 | 0 | 0 | £1.6M project Grant Funded £1.4M. 180 houses complete at end of July. Total of 697 houses to be completed. Claiming grants weekly with all completions. |
| 2012/13 Central Heating Programme - Grant Funded | 1,600,000 | (1,400,000) | 200,000 | (42,951) | (43,000) | 200,000 | 0 | 49 | |
| Full Efficient Central Heating | 4,769,602 | (3,600,000) | 1,875,910 | 167,837 | 167,788 | 1,875,909 | (1) | 49 | |
| MODERN FACILITIES & SERVICES | | | | | | | | | |
| Kitchen Renewal | | | | | | | | | |
| 2009/10 Kitchen/Bathroom Phase1 2286A - Retention | | | 43,420 | 43,413 | 43,420 | 43,420 | 0 | (8) | Review of kitchen programme undertaken. Additional kitchens identified in Pine Grove, |
| Kit Replacements 09/13 | | | 422,500 | 12,939 | 12,940 | 866,764 | 444,264 | (1) | Lochbrae |
| Kitchen General | | | | 0 | | | 0 | 0 | |
| Kitchen Renewal | 0 | 0 | 465,920 | 56,352 | 56,360 | 910,184 | 444,264 | (8) | |
| Bathrooms | | | | | | | | | |
| 09/10 Bathroom Replacement Ph1 2301A - Retention | | | | 0 | | | 0 | 0 | |
| Bathroom Renewal | | | | 0 | | | 0 | 0 | |
| PCU - Bathroom Replacements Term Contract 410700 | | | 27,140 | 27,141 | 27,140 | 27,140 | 0 | 1 | |
| MITIE - 2011-15 Bathroom Replacements | | | 2,177,530 | 0 | | 2,177,530 | 0 | 0 | MITIE on site 15/7/12. 50 bathrooms to date, projected 30 per week. 604 by end of March. Potential savings on budget for end of year to be determined |
| Bathrooms | 0 | 0 | 2,204,670 | 27,141 | 27,140 | 2,204,670 | 0 | 1 | |
| HEALTHY, SAFE & SECURE | | | | | | | | | |
| Safe Electrical Systems / CO Detectors | | | | | | | | | |
| 08/09 Electrical Inspections - Alloa | | | | 0 | | | 0 | 0 | |
| 09/10 Electric Rewiring Phase 1 2302A | | | | 0 | | | 0 | 0 | |
| 09/12 Electric Inspection term Contract 2304 | | | | 319 | | | 0 | 0 | |
| 2010/12 Electrical Rewiring | | | 452,000 | 24,861 | 25,000 | 452,000 | 0 | (21) | 10 rewire a week 14/15 contract Fairbairns, Asset Management fees, periodic testing, Fees D R Murray. Possibly on site from October |
| Safe Electrical Systems - General | | | | 0 | | | 0 | 0 | |
| Periodic Testing | | | | 0 | | | 0 | 0 | |
| Safe Electrical Systems | 0 | 0 | 452,000 | 24,861 | 25,000 | 452,000 | 0 | (21) | |
| Communal Areas (Environmentals) | | | | | | | | | |
| Communal Areas Improvements General | | | | 0 | | | 0 | 0 | |

| Housing Capital Programme 2011/12 to 2014/15: Period to March 2012 update | Grant Funded Expenditure | Grant Funded Income | Amended Budget 2012/13 including carry forwards | Actual to 31.7.12 | Budget to 31.7.12 | Projected Out- turn 31.03.13 | Variance Budget v Projected | Budget to Date v Actual to date | Comment |
|--|-----------------------------|------------------------|--|----------------------|----------------------|---------------------------------|-----------------------------------|------------------------------------|--|
| 2011-15 RepUp Door Entry Systems 2009/10 Communal Aerial Upgrade 2010/12 Secured Door Entry Systems Communal Areas (Environmentals) | 0 | 0 | 110,000 | 0 | 0 | 110,000 | 0 | 0 | Currently being tendered - On site December |
| NON-SHS ELEMENTS | | | | | | | | | |
| PARTICULAR NEEDS HOUSING (CITC) | | | | | | | | | |
| Conversions & Upgradings | | | 243,800 | | | 243,800 | 0 | 0 | Kitchens for Orchard |
| Upgrading of 11 & 12 Briar Road -Retention | | | 300 | 322 | 300 | 300 | 0 | (22) | |
| 136 Hillcrest Drive | | | 4,500 | (54,456) | (54,500) | 4,500 | 0 | (44) | |
| Adaptation & Ext 86 Hill Drive -Retention | | | 0 | 0 | 0 | 0 | 0 | 0 | |
| Refurbishment 15 Hareburn Road | | | 12,100 | 12,093 | 12,100 | 12,100 | 0 | 7 | |
| Council House Conversion 9 Tullibody Road, Alloa | | | 39,300 | 29,300 | 29,300 | 39,300 | 0 | 0 | |
| Conversions & Upgradings | 0 | 0 | 300,000 | (12,741) | (12,800) | 300,000 | 0 | (59) | |
| Disabled Adaptations | | | | | | | | | |
| Aids & Adaptations | | | 50,000 | 3,211 | 16,667 | 50,000 | 0 | (2,725) | |
| Walker Terrace Extension -Retention | | | | 10,731 | | | | | |
| Smithfield Loan -Retention | | | | 0 | | | | | |
| 19 North Street | | | | 0 | | | | | |
| Disabled Adaptations | 0 | 0 | 50,000 | 13,942 | 16,667 | 50,000 | 0 | (2,725) | |
| Water Supply Pipe Replacement | | | | | | | | | |
| Lead Pipe Replacement | | | 50,000 | 557 | 560 | 50,000 | 0 | (3) | On Site - last payment expected January |
| Water Supply Pipe Replacement | 0 | 0 | 50,000 | 557 | 560 | 50,000 | 0 | (3) | |
| Demolitions | | | | | | | | | |
| Demolitions 5-6 Burnside Crescent | | | 5,000 | 2,814 | 2,800 | (149,000) | (154,000) | 14 | Insurance claim of £154k contribution to HRA capital projects, potentially additional income to be agreed |
| Demolitions | 0 | 0 | 5,000 | 2,814 | 2,800 | (149,000) | (154,000) | 14 | |
| Feasibility Work | | | | | | | | | |
| Standard Delivery Plan | | | 11,000 | 0 | 5,000 | 5,000 | (6,000) | 0 | Fairfield school tender expected by February £5k. Estimated £6k underspend |
| Alloa Shore Regeneration | | | 9,000 | 6,520 | 6,500 | 9,000 | 0 | 20 | |
| Feasibility Work | 0 | 0 | 20,000 | 6,520 | 6,500 | 14,000 | (6,000) | 20 | |
| Council New Build Housing (Transforming Communities) | | | | | | | | | |
| New Build Alva/Tullibody | (650,000) | | 1,868,640 | 264,200 | 264,200 | 1,218,640 | (650,000) | (0) | Grant funding not included in original Budget |
| Hallpark New Build | | | 322,000 | 9,852 | 10,000 | 322,000 | 0 | (148) | |
| Council New Build Housing (Transforming Communities) | 0 | (650,000) | 2,190,640 | 274,052 | 274,200 | 1,540,640 | (650,000) | (148) | |
| Other Costs / HBMS | | | | | | | | | |
| 06/07 Pitched Roof Ph 1 2129A | | | | 0 | | | | | |
| Pitched Roof Replacement Phase 2 | | | | 0 | | | | | |
| Computer Equipment - New (HBMS) | | | 265,000 | 0 | 0 | 40,000 | (225,000) | 0 | HBMS system to be re-tendered due to change in specification. Budget will be required to carried forward to complete project in 2013/14. |
| Other Costs | 0 | 0 | 265,000 | 0 | 0 | 40,000 | (225,000) | 0 | |
| TOTAL CAPITAL EXPENDITURE | 4,769,602 | (4,250,000) | 8,699,410 | 614,531 | 580,881 | 8,208,673 | (490,737) | 33,531 | |
| SALE OF COUNCIL PROPERTY | | | | | | | | | |
| Sale of Council Houses | | | (814,000) | (189,635) | (271,333) | (814,000) | 0 | 81,698 | Estimated 20 houses per year x approx £40K per house |
| Sale of Council Shops | | | | 0 | 0 | 0 | 0 | 0 | Projecting on budget as at 31.7.12 |
| Sale of HRA Land | | | | (128) | | | | (128) | |
| SALE OF COUNCIL PROPERTY | 0 | 0 | (814,000) | (189,764) | (271,333) | (814,000) | 0 | 81,570 | |
| Mortgage Rescue/Shared Ownership | | | | | | | | | |
| Mortgage Rescue / Shared Ownership | | | | 0 | | | | | |
| Mortgage Rescue/Shared Ownership | 0 | 0 | | 0 | | | | | |
| GRANTS | | | | | | | | | |
| NET EXPENDITURE | 4,769,602 | (4,250,000) | 7,885,410 | 424,767 | 309,548 | 7,394,673 | (490,737) | 115,101 | |