
Report to Resources and Audit Committee

Date of Meeting: 20 June 2013

Subject: Draft Annual Governance Statement and Governance Report

Report by: Governance Manager

1.0 Purpose

1.1. The purpose of the report is to present;

1.1.1 the draft Annual Governance Statement to the Committee for comment and noting prior to it being presented to Council as part of the draft financial statements

1.1.2 a report on the assurance process and effectiveness of our governance framework by the Governance Manager as Chair of the Governance Panel.

2.0 Recommendations

2.1 The Committee;

2.1.1 notes the content of and provides comments on the draft Annual Governance Statement;

2.1.2 notes the content of the report

2.1.3 asks Council to note the progress made in terms of improving the effectiveness of our Governance arrangements and the development of the Council's first Statement of Preparedness.

3.0 Considerations

3.1 The Council agreed its Governance Strategy and Local Code of Governance in March 2012 and produced its first Annual Governance Statement (AGS) for the period 2011-12.

3.2 The AGS 2011-12 identified a number of areas for improvement at both corporate and service level and improvement plans were developed to address these areas.

- 3.3 Progress on the corporate actions were reported to the Resources and Audit Committee in December 2012. Progress in relation to Service specific actions were reported to the respective Service Committees.
- 3.4 The report to Resources and Audit in December 2012 also outlined the plan for preparing the AGS for the period 2012-13. In May 2012 a further report was presented detailing the assurance process and progress against the plan for production of the AGS for 2012-13.
- 3.5 This report confirms the assurance process employed for the AGS 2012-13, highlights improvements in our governance arrangements to date and areas identified by the Governance Panel as requiring further action.

4.0 Assurance Process

- 4.1 In accordance with the plan outlined to this Committee in May, all Services submitted their evidence as to the effectiveness of their governance arrangements and internal controls. These submissions were subject to preliminary review by the Governance Panel and Internal Audit and the initial observations were fed back to the Services prior to the full challenge sessions.
- 4.2 The Governance Panel sessions took place throughout April 2013. Services engaged in the sessions, responding positively to constructive challenge and working with the Panel to identify improvement actions.
- 4.3 As previously reported, a corporate template for the Service Improvement Plans has been developed to ensure consistency and allow progress to be monitored and reported through the use of Covalent, the Council's corporate reporting tool. There is still a significant piece of work to be done to develop the model for monitoring governance actions within the Covalent System but work is underway.
- 4.4 Service and corporate data contained within the Assurance Questionnaires will be input to the Covalent System. Once this is completed the Council has established a baseline of governance information against which we can more efficiently and transparently monitor progress in respect of the effectiveness of our framework and controls. From a Service perspective this will also make the assurance process much more streamlined and less time consuming going forward.
- 4.5 Heads of Service and Directors have given assurance as regards their internal financial controls. These will be certified to the Director of Finance & Corporate Services in her capacity as the Council's Section 95 Officer.
- 4.6 Assurances as regards all internal controls including those which are non financial, have also been given by Heads of Service and these will also be certified to their respective Directors, or in relation to assurances from the Joint Heads of Education and Social Services to the Chief Executive. In turn

the Directors will certify their Assurances to the Chief Executive to enable her to then sign off the AGS with the Leader of the Administration.

- 4.7 This amended assurance process establishes clear lines of accountability within the organisation for the effectiveness of our governance arrangements and in doing so we can provide better assurance to our stakeholders and partners that we are indeed doing the right things for the right people, at the right time, in the right way in an open, honest and accountable manner.

5.0 Improvements and Progress identified through the Assurance Process

- 5.1 The AGS for the period 2011-12 identified the following as areas for improvement :-

- risk management
- workforce planning
- information management
- procurement practice
- clarity as regards roles remits and responsibilities of Members and Officers
- communication.

- 5.2 The Assurance Process demonstrated that Services had been working to address these key corporate concerns during the period 2012-13. Whilst these risks have not been eliminated and further work still requires to be done to further improve in the these areas, the following progress was noted ;-

- 5.2.1 **Risk Management:** - a corporate approach has been adopted which recognises that whilst certain risks can be treated others need to be tolerated. The approach recognises and requires that the effective management of risk needs to be integral to our business planning and performance management processes. Service risk registers are in place and there is a better understanding of how risk management should be reflected in service business plans. Business planning guidance has been revised to reflect this approach and risk management training has been delivered to Service Managers and other key officers. The process also demonstrated that Services have Business Continuity Plans and that these are being reviewed regularly to ensure that they are fit for purpose.

As risk management is a key element of effective governance as illustrated within the Governance Strategy, we are also presenting with this report our first formal Statement of Preparedness (**Appendix 1**) in respect of the key risks which are being tolerated. The Statement advises Council of our capacity to prepare and respond to these risks if realised and give an indication of our ability to recover. In effect the Statement sets our current resilience in terms of the risk of major incident or emergency.

The assessment of resilience is based on Capability Maturity Levels as defined in "*Preparing Scotland - Guidance for Strategic Co-ordinating Groups*". The levels are as follows :-

- **Developing** - Not all risk critical elements of the capability to meet the required response are in place. Further capability development to achieve the required response will be progressed locally and/or part of the multi-agency Strategic Co-ordinating Groups (SCGs) capability development programme.
- **Achieving** - All capability development to meet the risk critical elements of the response has been undertaken. Areas to improve the response have been identified and will be progressed locally and/or as part of the SCG's capability development programme.
- **Maintaining** - The SCG has a fully mature capability and in addition to this an active programme of monitoring and reviewing is in place to progress lessons identified and learnt at appropriate intervals. Further to this, maintenance of skills programme for responders has been developed and implemented.

Our capability maturity levels have been assessed as "Developing". Whilst significant work has been undertaken locally, our resilience is also dependent upon the capability of other responders as part of the wider multi-agency group. The assessment of our resilience as "Developing" therefore also reflects the Strategic Co-ordinating Group's capability development programme as outlined in its Statement of Preparedness.

By presenting this Statement together with the Corporate Risk Register (**Appendix 2**) and the Annual Governance Statement (**Appendix 3**) Elected Members, for the first time, will have a more integrated and holistic view of the governance framework in terms the assessment of risk and the overall resilience of the organisation.

5.2.2 Workforce Planning - ensuring that we maximise the utilisation of resources within the organisation and have deployed these effectively is crucial if the Council is to deliver its corporate priorities. Significant progress has been made in the year 2012-13. Our People Strategy has been reviewed and revised to align with the key elements of our Governance Strategy. This together with a new Communications Strategy will be presented to Council early in next session as part of the transformational change programme "Making Clackmannanshire Better".

A recent internal consultation exercise demonstrated that the redesigned Human Resources Service is better meeting the business needs of organisation. Work continues to review and revise policies, procedures and processes and where possible to streamline these to ensure that we are making the best use of our most valuable resource - our staff - and as an organisation we are operating as effectively and efficiently as possible.

Significant work has been done to deliver a new integrated HR /payroll system which will provide high quality management information as regards the workforce and support more effective workforce planning.

5.2.3 Information Management - in the period 2012-13 an Information Strategy has been developed and approved together with the complementary ICT

Strategy. Both are in direct alignment with the key elements of the Governance Strategy as part of our consistent and holistic approach to strengthening the governance arrangements across the organisation.

A significant piece of work still requires to be done in terms of reviewing, revising, and in some cases developing, all relevant policies, procedures and process and developing the toolkit for staff giving detailed advice and guidance in relation to the safe and effective management of information. We have developed an online training module in relation to Data Protection given the potential risk in terms of financial penalties, reputational damage and potential injury to third parties, of breach. The intention is to make completion of the training compulsory for staff and a formal part of the induction process for new staff. A pilot will be run within the Governance Service and the wider Support Services and rolled out across the organisation throughout the period 2013-14.

As previously advised the new Public Records (Scotland) Act places further demands on local authorities as regards effective management of records and information; the full implication of this legislation is being considered alongside the existing demands flowing from Data Protection and Freedom of Information legislation and we are considering how best this area of business can be resourced within the organisation.

- 5.2.4 **Procurement** - as part of the improvements in this area Contract Standing Orders have been fully reviewed and revised during the period 2012-13 and training has been delivered across the organisation. We have also approved the Procurement Journey which provides a blueprint for good and effective procurement practice. The Assurance Process highlighted that procurement practice remains a risk although Services are working hard to address this area. Work still needs to be done to further embed a consistent corporate approach to procurement within the organisation which should generate savings and efficiencies.

To facilitate a more consistent corporate approach and better embed corporate compliance with procurement practice, management arrangements have been amended. The Procurement Manager now has a matrix management responsibility for all staff involved in procurement across the Council. It is anticipated that this change also provides the potential to highlight further opportunities to identify procurement efficiencies.

- 5.2.5 **Roles and responsibilities** - the decision making structures within the organisation have changed significantly in recent times. Now that these structures are embedding there is a need for a holistic review of Standing Orders and the Scheme of Delegation to ensure that roles and rules are clear, consistent and unambiguous and to better support effective political decision-making and the current business needs of the organisation. During the period 2012-13 there have also been significant changes in terms of service structures. These changes have seen staff taking on new roles, in some cases obtaining promoted posts and management roles for the first time. The Assurance Process highlighted the need to provide clarity as regards roles, responsibilities and accountabilities in respect of Staff, Senior Managers and Elected Members and the relationships between the same.

- 5.2.6 **Communication** - effective communication - keeping people informed - continues to be a challenge particularly given the volume and breadth of what

we are doing against a number of external factors and influences. During the period 2012-13 we have reviewed our Communication Strategy and a new Strategy is being developed. As stated above the intention is to present this to Council alongside the new People Strategy as part of our transformation programme "Making Clackmannanshire Better"

6.0 Annual Governance Statement 2012-13

6.1 The review of the effectiveness of the system of internal control and the overall governance framework is informed by different assurance sources including :

- Internal Audit Assurance for period 2012-13
- External Audit Report
- Certificates of Assurance from Heads of Service and Directors
- Governance Panel
- External review agencies and inspectorates.

6.2 Having completed a review of the effectiveness of the governance arrangements for the period 2012-13 adequate assurance has been obtained that the arrangements in place continue to be regarded as fit for purpose in accordance with the governance framework. Governance Improvement Plans will address areas where weaknesses have been identified at both Service and Corporate level. Progress against these plans will be monitored to ensure that adequate and appropriate systems and processes are in place to improve the effectiveness of our governance arrangements.

6.3 The Assurance Process and Governance Panel sessions have identified the following key areas for ;-

- workforce planning and development - to ensure that our human resources are aligned to the current business needs of the organisation
- business transformation - to ensure that we can continue to meet our objectives within reducing budgets
- procurement practice - to improve our procurement capability assessment score and further embed a corporate approach to procurement
- clarification of roles, remits, responsibilities and accountabilities of Elected Member and Officers and the relationship between the two
- risk management - to embed a more consistent, mature approach to the management and control of risk across all levels of the organisation
- shared service governance arrangements - to provide clarity and assist with the practical aspects of making the shared services work
- information management and data protection

7.0 Sustainability Implications

7.1 There are no sustainability implications arising directly from this report.

8.0 Resource Implications

8.1 There are no financial implications arising directly from this report.

9.0 Exempt Reports

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

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

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

11.0 Equalities Impact

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

12.0 Legality

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

13.0 Appendices

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

Appendix 1 : Statement of Preparedness

Appendix 2 : Corporate Risk Register

Appendix 3 : Annual Governance Statement 2012-13

14.0 Background Papers


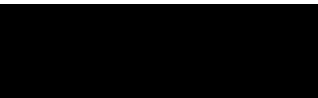
14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lisa Simpson	Governance Manager	Ex 2084

Approved by

NAME	DESIGNATION	SIGNATURE
Julie Burnett	Senior Support Services Manager	
Nikki Bridle	Director Finance & Corporate Services	



STATEMENT OF PREPAREDNESS 2013

RISK	RISK RATING	IMPACT CATEGORY	CONSEQUENCE DESCRIPTION & SCALE		INTERNAL CONTROLS	EXTERNAL CONTROLS	ASSESSMENT OF RESILIENCE	WAY AHEAD
FLU PANDEMIC	12	SOCIAL	<ul style="list-style-type: none"> Care for People Service delivery 	HIGH	<ul style="list-style-type: none"> Flu Pandemic Plan Business Continuity Plan Emergency Response Plan Major Incident Operational Procedures 	<ul style="list-style-type: none"> Strategic Co-ordinating Group (SCG) Care for People Framework NHS Planning Framework SCG Mass Fatalities Framework SCG Public Communications Framework 	DEVELOPING	<ol style="list-style-type: none"> Short life multi-agency sub-group has been established through SCG to identify more efficient and effective processes for partner agencies to identify "persons at risk" focussing on data sharing and data quality NHS Forth Valley developing local framework in consultation with Category 1 member organisations SCG Resilience and Preparedness Sub group are currently reviewing the generic recovery framework following national exercise in November 2012
		HEALTH	<ul style="list-style-type: none"> Primary Care Public Health Fatalities 	VERY HIGH				
		ECONOMIC	<ul style="list-style-type: none"> Business Continuity Impact on local economy 	HIGH				
		ENVIRONMENT	<ul style="list-style-type: none"> Environmental damage Clean up 	LOW				
		CO-ORDINATION/ COMMUNICATION	<ul style="list-style-type: none"> Public information Multi Agency / central govt. 	VERY HIGH				
FLOODING DUE TO ABNORMAL INTENSE RAINFALL	12	SOCIAL	<ul style="list-style-type: none"> Care for people Property Service delivery 	HIGH	<ul style="list-style-type: none"> Flood Management Plan Roads Asset Management Plan 	<ul style="list-style-type: none"> SCG Emergency Response Framework SCG Resilience & 	DEVELOPING	
		HEALTH	<ul style="list-style-type: none"> Primary Care Casualties Fatalities 	MED				

RISK	RISK RATING	IMPACT CATEGORY	CONSEQUENCE DESCRIPTION & SCALE		INTERNAL CONTROLS	EXTERNAL CONTROLS	ASSESSMENT OF RESILIENCE	WAY AHEAD
		ECONOMIC	<ul style="list-style-type: none"> Local Economy Business Continuity 	HIGH	<ul style="list-style-type: none"> Business Continuity Plan 	Preparedness Framework		<p>4 Communication Framework being reviewed in light of outcomes from national exercise</p> <p>5 Clackmannanshire will contribute as a Category 1 member to these national frameworks and continue to review local plans and revise as appropriate</p>
		ENVIRONMENT	<ul style="list-style-type: none"> Environmental damage Clean up 	HIGH	<ul style="list-style-type: none"> Emergency Response Plan 	<ul style="list-style-type: none"> Care for People Framework 		
		CO-ORDINATION/ COMMUNICATION	<ul style="list-style-type: none"> Public information Multi Agency / central govt. 	MED	<ul style="list-style-type: none"> Major Incident Operational Procedures 	<ul style="list-style-type: none"> SCG Public Communications Framework 		
NEGATIVE IMPACT OF CLIMATE CHANGE	9	SOCIAL	<ul style="list-style-type: none"> Care for people Property Service delivery 	HIGH	<ul style="list-style-type: none"> Sustainability & Climate Change Strategy 	<ul style="list-style-type: none"> Strategic Co-ordinating Group (SCG) Care for People Framework 	DEVELOPING	<p>6 A number of Senior Managers have undergone Tactical Managers Training with further training scheduled for 25 June 2013. This will increase knowledge and capacity within the organisation to prepare, respond and recover from the impact should these risks be realised</p>
		HEALTH	<ul style="list-style-type: none"> Primary Care Casualties Fatalities 	MED	<ul style="list-style-type: none"> Local Biodiversity Action Plan 	<ul style="list-style-type: none"> NHS Planning Framework 		
		ECONOMIC	<ul style="list-style-type: none"> Local Economy Business Continuity 	HIGH	<ul style="list-style-type: none"> Carbon Management Plan 	<ul style="list-style-type: none"> SCG Emergency Response Framework 		
		ENVIRONMENT	<ul style="list-style-type: none"> Environmental damage Clean up 	HIGH	<ul style="list-style-type: none"> Energy Strategy 	<ul style="list-style-type: none"> SCG Resilience & 		

RISK	RISK RATING	IMPACT CATEGORY	CONSEQUENCE DESCRIPTION & SCALE		INTERNAL CONTROLS	EXTERNAL CONTROLS	ASSESSMENT OF RESILIENCE	WAY AHEAD
		CO-ORDINATION/ COMMUNICATION	<ul style="list-style-type: none"> Public information Multi Agency / central govt 	HIGH	<ul style="list-style-type: none"> ➤ Flood Management Plan ➤ Roads Asset Management Plan ➤ Business Continuity Plan ➤ Emergency Response Plan ➤ Major Incident Operational Procedures 	<ul style="list-style-type: none"> Preparedness Framework ➤ SCG Mass Fatalities Framework ➤ SCG Public Communications Framework 		

The Assessment of Resilience is based on the capability maturity levels as defined in Preparing Scotland - Guidance for Strategic Co-ordinating Groups

Developing - Not all risk critical elements of the capability to meet the required response are in place. Further capability development to achieve the required response will be progressed locally and/or part of the multi agency SCGs capability development programme.

Achieving - All capability development to meet the risk critical elements of the response has been undertaken. Areas to improve the response have been identified and will be progressed locally and/or as part of the SCG's capability development programme.

Maintaining - The SCG has a fully mature capability and in addition to this an active programme of monitoring and reviewing is in place to progress lessons identified and learnt at appropriate intervals. Further to this, maintenance of skills programme for responders has been developed and implemented.

Note : Our capability maturity levels have been assessed as "developing". This reflects not only the capability development which requires to be undertaken by the Council but is also reflective of the multi -agency Strategic Co-ordinating Group's capability development programme as outlined in its Statement of Preparedness.

ADDITIONAL INFORMATION

Given the restructuring of Police and Fire Services in Scotland the structure of the Strategic Co-ordinating Groups is in the process of review and change. Whilst the member organisations which constitute category 1 responders remain as before geographical and administrative changes to structure and deployment are being implemented. As new structures emerge this will provide further need and opportunity to review and refresh operational procedures and processes

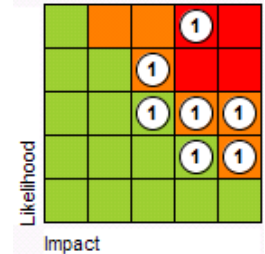
Appendix 2 - 2012/13 Corporate Risk Log End of Year Report



Summary of Recommendations

Risk owners (and/or deputising officers) have made the following recommendations for changes to the corporate risk log:

- The ratings of 2 interrelated risks (32 - Welfare Reform and 08 - Financial Resilience) should increase as further investigation by the Council and external auditors reveals more information on the financial implications of welfare reform, including projected levels of 'bad debt'.
- The rating of 1 risk (28 - Shared Services) should remain the same as completed and planned mitigating actions are balanced with the possibility of a change in the political will to maintain arrangements.
- The rating of 4 risks (11 - Harm to Child(ren), 33 - Governance, 22 - Pandemic Flu and 27 - Climate Change) should decrease as mitigating actions or the development and improvement of internal controls means that the likelihood or potential impact of the risk has reduced.
- 1 risk (31 - Flooding) should be removed from the log as this risk is a subset of, and is included in the detail of, another risk (27 - Climate Change).





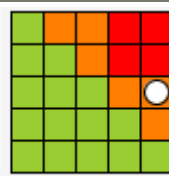
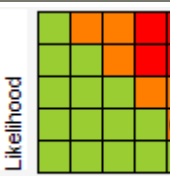
If these changes are made, the log will have the profile shown in the diagram on the right, with 1 red risk, 4 amber risks and 2 green risks.



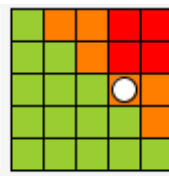
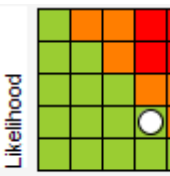
The log would then contain a total of 7 risks, 5 of which the Council will treat, and 2 of which the Council will tolerate (existing controls are sufficient to manage the risk). Please note that the Related Actions listed for each risk are from the 2012/13 business plans. 2013/14 actions will be associated once all Business Plans are approved.


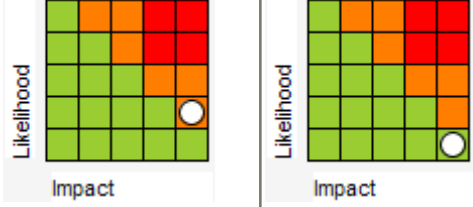
Approach: Treat


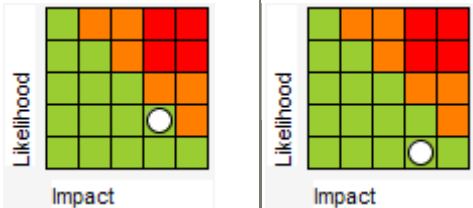
ID & Title	32. Council & Community Impact of Welfare Reform	Corporate Priority Outcome(s)	1 The area has a positive image and attracts people and businesses 2 Our communities are more cohesive and inclusive 5 Vulnerable people and families are supported	Status		Change	
Managed By	Senior Support Services Manager; Head of Community & Regulatory Services			Current Rating	20	Target Rating	15
Description	The scale of the welfare reforms will have an massive impact on Clackmannanshire Council and its residents. The main thrust of the reforms is to reduce expenditure within the welfare budget. The impacts have been assessed as removing between £8 million to £10 million per annum from the local economy.						
Potential Effect	Some of the changes have already been implemented. Others are due to be introduced in June 2013 and from April 2014. The changes that are impacting already are: (a) Private Sector Housing Benefit reductions. (b) Incapacity Benefit reassessment, (c) Tax Credit reductions, Size Criteria introduced in Housing Benefit for Registered Social Landlord tenants, Localised Council Tax Benefit (at 90% of current spend). Localised Social Fund moved from Department of Work & Pensions to Council's. Future changes include a) Benefits Cap(b) Disability Living Allowance being replaced by Personal Independence Payment. (c) Universal Credit is introduced from Oct 2013 onwards. (g) Housing Costs and all other benefits to be updated by Consumer Price Index instead of Retail Price Index or by rent increases. (h) Various other adjustments to welfare benefits such as limiting Child Benefit. The effect will mean the Council has to provide new services when the funding and budgets are limited. There is clear reputational and budget risk for the Council if we do not get these right. In addition to the huge staffing implication with staff needing to learn new systems and disciplines. The impact of the transfer to Universal Credit is not yet quantified.						
Related Actions	Information on this risk was not available when the 2012/13 business plans were developed, related actions from 2013/14 business plans will be linked with this risk once plans are approved. Actions for future years are currently being planned and will be included in 2014/15 business plans.						
Latest Note	Officers are currently working with partners and community organisations to produce action plans and implementation plans through a working group led by Susan MacKay. Briefings have been held with members and an aide memoir has been produced. Briefings and presentations have also been made to Staff, Council's tenants federation, private landlord forum and local Members of Parliament. These are included in the communication strategy to inform customers of the likely effect it will have on them individually. Work is ongoing to ensure that our customers are advised, well informed and offered support where needed. Officers are also playing a leading role in advising both COSLA (Convention of Scottish Local Authorities) and Scottish Government on the proposed changes and learning/sharing best practice with other Council's and organisations.			Internal Controls		Welfare Reform Working Group	
						Allocations Policy	
						Discretionary Housing Payment Policy	

Low risk - rating of 9 or below
 Medium risk - rating of 10 to 15
 High risk - rating of 16 or above
 |
 Rating has increased
 Rating is consistent
 Rating has decreased
 Remove from log


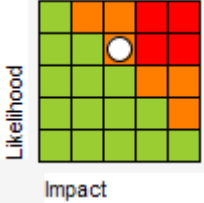
ID & Title	08. Insufficient Financial Resilience	Corporate Priority Outcome(s)	9 The Council is efficient, effective and recognised for excellence	Status		Change	
Managed By	Director of Finance & Corporate Services			Current Rating	15	Target Rating	10
Description	The Council does not have sufficient funds to meet its liabilities and cannot meet essential service demands. There is also a risk of limited resources affecting our ability to meet customer expectations or respond to external agendas.						
Potential Effect	Reputational damage; likely legal implications and severe and extended loss of service provision. The possibility of Alliance partners also being affected by these issues contributes to the potential impact, given the interdependencies involved.						
Related Actions	Review and Update Financial Strategy	SUS SUS 005		Likelihood	Impact		
	Review and Implement Corporate Debt Strategy	SUS SUS 006					
Latest Note	Review of capital asset management strategy and alignment with asset plans; establishment of business transformation programme (Making Clackmannanshire Better) should further enhance current internal controls thereby increasing the Council's financial resilience.			Internal Controls	Budget Challenge & Financial Monitoring Processes		
					Invest to Save Principles & Processes		
					Environmental Scanning		
					Strategic Financial Infrastructure		


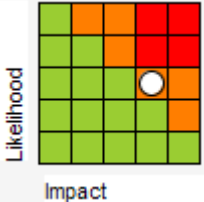
ID & Title	28. Shared Services Failure	Corporate Priority Outcome(s)	3 People are better skilled, trained and ready for learning and employment 5 Vulnerable people and families are supported 9 The Council is efficient, effective and recognised for excellence	Status		Change	
Managed By	Chief Executive			Current Rating	12	Target Rating	8
Description	The Shared Services programme fails due to lack of agreement on service redesign proposals, prioritisation of operational issues over support or strategic resource, loss of essential skills through restructure, poor stakeholder communication or staff resistance to change.						
Potential Effect	Reduced levels of performance and failure to meet expectations, needs or statutory requirements, with significant consequences for vulnerable or 'hard to reach' customer groups. Impact on staff morale and productivity, and requirements for additional recruitment or retraining, with associated costs. Requirement to return to separate service delivery, requiring repetition of service redesign and restructure exercises, with workload, financial and reputational implications.						
Related Actions	Review Delivery Strategy - Review the first year of the shared social service and update the delivery strategy taking into account staff feedback at staff engagement events and the outcome of the PSIF evaluations.	SOS SSS 003		Likelihood	Impact		
	Shared KPIs - Establish a set of shared Key Performance Indicators to be reported across both Councils via Covalent	SOS SSS 006					
	Communicate Progress - Communicate the progress of the shared Social Service and the 2013 Delivery Strategy with staff.	SOS SSS 009					
	Facilitate the development of and effective shared service model with Stirling Council	SUS SUS 002					
Latest Note	Effective engagement and briefings for senior managers and politicians, focus on benefits of reshaping care and wider service redesign. Regular face to face meetings with stakeholders and consistent messages to present within programme. Escalation of issues through line management and governance structures. Prioritise activity to ensure clarity of objectives and needs (resources/people) to meet these objectives. Clear and effective communication to stakeholders as outlined on communication plan, with additional resource to manage plans and ensure integration with wider strategies and plans.			Internal Controls	Shared Services Programme Board		
					Social Services Business Plan		
					Education Business Plan		


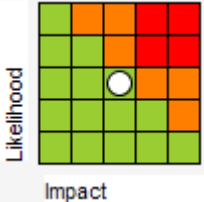
ID & Title	11. Harm to Child(ren)	Corporate Priority Outcome(s)	4 Our communities are safer 5 Vulnerable people and families are supported 6 Substance misuse and its effects are reduced	Status		Change	D
Managed By	Head of Social Services; Head of Education			Current Rating	10	Target Rating	5
Description	A lack of intervention or action by the Council fails to prevent the serious harm of a child/children under Council care.						
Potential Effect	The effects of the injury or death on the individual, family, friends and staff members, and reputational harm or criminal proceedings, with associated costs.						
Related Actions	GIRFEC training strategy - Develop and implement a training strategy for all involved in GIRFEC implementation: Implement an agreed training strategy	EDU SCH 013					
	Integrated Assessment Framework - Implement and embed the Integrated Assessment Framework in partnership with other agencies	EDU SCH 014					
	Redesign of children's services - Review and redesign of children's services to focus on early intervention and prevention.	SOS SSS 004					
	Integrated Child Protection - Extend and develop Integrated Child Protection Services	SOS SSS 010					
	Improvement of Childcare - Finalise and begin to implement an action plan following on from the recommendations made in the independent child care review	SOS SSS 012					
Latest Note	Risk will always remain within childcare services as it does in adult care, but significant progress has been made. Additional staff have been recruited with a corresponding reduction in case load numbers (in the long term team a reduction from 40 to 20 has been seen). Teams are now more appropriately weighted in terms of skills and experience. Planning processes are more robust and reflected in assessments for children's hearings, this has received positive comment from the reporter and panel members. Better management and increased capacity in the intake team allows for earlier intervention to correspondingly reduce risk. The incidence of parental substance misuse remains a notable issue and as such is correspondingly prioritised.			Internal Controls	Integrated Children's Services Plan Early Years Framework Child Care Strategic Transitional Plan Child Protection Performance & Quality Assurance Framework		

ID & Title	33. Major Governance Failure	Corporate Priority Outcome(s)	9 The Council is efficient, effective and recognised for excellence	Status		Change	D
Managed By	Senior Support Services Manager			Current Rating	8	Target Rating	4
Description	A significant failure of compliance with statutory or legal obligations, e.g. contract standing orders, health and safety legislation, data management etc.						
Potential Effect	Significant reputational damage/injury or loss of life/legal action/financial loss						
Related Actions	Develop and implement a comprehensive Governance Strategy for the Council	SUS SUS 001					
Latest Note	The Governance Strategy was approved by Council in March 2012. The Council produced its first Annual Governance Statement in June 2012. This was the result of assessment against a range of recognised governance criteria. Service improvement plans and Corporate themes were identified and services and the Council have committed to improving performance in these identified areas. A plan is in place for 2013/14 where progress against improvement will be measured and reported on. The actions will improve the recognition of the requirements for sound governance practice across all services.			Internal Controls	Governance Strategy Governance Panel Governance Improvement Plans		

Approach: Tolerate

ID & Title	22. Flu Pandemic	Corporate Priority Outcome(s)	7 Health is improving and health inequalities are reducing	Status		Change	D	
Managed By	Chief Executive		9 The Council is efficient, effective and recognised for excellence	Current Rating	12	Internal Controls		
Description	Significant numbers of Council staff and customers become ill due to the occurrence of a flu pandemic.				Business Continuity Plans			
Potential Effect	Substantial disruption to back-office support functions and front-line service provision, including to customer groups already considered vulnerable.				Pandemic Flu Plan			
				Major Incident Operational Procedures				
				Emergency Response Plan				

ID & Title	31. Abnormally Intense Localised Precipitation Causes Flooding	Corporate Priority Outcome(s)	1 The area has a positive image and attracts people and businesses	Status		Change	R	
Managed By	Head of Community & Regulatory Services		4 Our communities are safer	Current Rating	12	Internal Controls		
Description	Intense rainfall over the Ochills causes water levels in the Hillfoots Burns to exceed the predicted 1:200 year level.				Roads Asset Management Plan			
Potential Effect	Widespread community dislocation with potential for a large number of properties to be inundated along with significant damage to road and utility infrastructure. (CS SCG = Central Scotland Strategic Co-ordinating Group)				Business Continuity Plans			
				CS SCG Resilience & Preparedness Planning				
				Flood Management Plan				

ID & Title	27. Negative Impact of Climate Change	Corporate Priority Outcome(s)	1 The area has a positive image and attracts people and businesses	Status		Change	D	
Managed By	Director of Services to Communities		4 Our communities are safer	Current Rating	9	Internal Controls		
Description	Climate change causes extreme weather events, leading to flooding, heat waves, droughts, fires or severe winter weather, of which the Council must manage the consequences.				Sustainability & Climate Change Strategy			
Potential Effect	Significant service disruption, including infrastructure (such as telecoms and roads) and Council property (such as schools, offices and housing stock). Staff unable to get to work and increased workload in Emergency Planning, Housing Repairs, Roads & Transport and Customer Services, with financial, reputational and legal implications, should it be deemed that adequate precautionary measures were not implemented. Residents suffer health problems and property damage due to flooding and extremes of heat and cold. Local businesses suffer losses due to damage to supply chains, infrastructure and property.				Local Biodiversity Action Plan			
				Carbon Management Plan				
				Energy Strategy				



APPENDIX 3

CLACKMANNANSHIRE COUNCIL ANNUAL GOVERNANCE STATEMENT for the year 2012-13

Introduction

The purpose of this Governance Statement is to give assurance to the people of Clackmannanshire, our Elected Members, staff, partner agencies and other stakeholders that we have robust governance arrangements in place to ensure that as a Council we are doing the right things for the right people at the right time in an open, honest and accountable way.

Scope of Responsibility

As a local authority, the Council is required to carry out its business in accordance with the law and proper standards, and ensure that public money is used economically, efficiently, and effectively with due regard to the achievement of sustainability. The Local Government in Scotland Act 2003 places a specific duty on the Council to make arrangements to secure best value and ensure continuous improvement in terms of the services which it delivers to the people of Clackmannanshire.

A comprehensive and robust governance framework is integral to the Council's ability to discharge these responsibilities. The arrangements which Clackmannanshire Council has in place to ensure a sound system of internal control, effective stakeholder engagement and robust scrutiny of performance and quality in terms of service delivery are consistent with the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) Framework Delivering Good Governance in Local Government. These arrangements are defined within the Council's Governance Strategy and Local Code of Governance.

This Statement explains how Clackmannanshire Council has complied with its Local Code and meets the requirements of Section 3.7 of the Code of Practice on Local Authority Accounting in the United Kingdom 2011/12.

The Purpose of the Governance Framework

Clackmannanshire Council's governance framework encompasses the systems, processes, rules, resources, culture and values by which it is directed and controlled and through which it engages with the community, its partners, and other stakeholders. The governance framework enables the Council to monitor and evaluate the achievement of its strategic aims and objectives and to determine whether these have delivered appropriate, efficient and cost effective services to the community.

Effective risk management is a key element of good governance and as such is a significant part of the Council's governance framework. Risk can never be eliminated completely and therefore the framework can only provide for reasonable assurance in terms of the effectiveness of our risk management approach. The Council manages risk through its system of internal control which is based on a continuing process of the identification, prioritisation, evaluation and mitigation of the risks to the Council in terms of its ability to achieve its strategic aims and objectives. Risks are identified and evaluated in terms of their likelihood of arising and the impact should they occur. Impact is assessed not only in financial terms but also in terms of non financial risks such as reputational, social and political impact. The Council has to mitigate and manage these risks proportionately and effectively.

The Governance Framework

In March 2012 Clackmannanshire Council approved its Governance Strategy together with its Local Code of Governance. The Governance Strategy provides the overarching blueprint to further

develop and enhance the Council's governance framework and provide better assurance to its stakeholders that the Council is achieving its strategic objectives and delivering high quality cost effective and efficient services which best meet the needs of the people of Clackmannanshire.

The Governance Strategy identified the following as key elements of good and effective governance;-

- strong leadership, values and a culture committed to good public sector governance
- positive and constructive relationships with internal and external stakeholders
- effective risk management
- sound business planning and performance management
- effective and robust internal and external compliance and accountability
- information management and informed decision making
- regular monitoring, evaluation and review of governance arrangements.

Clackmannanshire Council's Local Code of Governance articulates the vision, aims, objectives, actions, principles and values which the Council will adhere to in order to ensure that effective governance is embedded across the organisation at every level. The terms of the Code reflect the key elements of the Governance Strategy together with the core and supporting principles of good governance as recommended in the CIPFA/SOLACE framework. When reviewing effectiveness of our governance arrangements therefore we also need to consider how effective we are in respect of the following:

- communicating the Council's vision in terms of purpose, direction and outcomes for service users and the wider community
- engaging effectively with our community, partners and other stakeholders
- the partnership working between Elected Members and Officers to ensure the delivery of high quality cost effective and appropriately targeted services
- developing and maintaining a culture that is committed to good governance and ensuring that we uphold the appropriate standards of behaviour rightly demanded of public servants
- having the right systems, processes and tools in place to make decisions achieve our objectives
- ensuring that our Elected Members and staff have the skills, knowledge, experience and resources to perform well in their roles
- making sure that our Elected Members and staff are properly accountable
- ensuring compliance with relevant laws, regulations, internal policies and procedures
- how we manage business change and transformation
- sound financial stewardship

Assurance Process

The assurance process requires Service Managers, Heads of Service and Directors to provide assurance as to the effectiveness of the governance arrangements within the organisation to enable the Leader of the Council and Chief Executive to provide a Governance Statement to Council.

The Governance Panel plays a key role in terms of providing professional and technical support and guidance to Senior Managers and a quality assurance role in respect of the evidence provided by Heads of Service and Service Management Teams. The Panel is chaired by the Governance Manager and comprises senior and suitably qualified officers to provide advice and scrutiny in the following areas:

- law & compliance
- financial management
- procurement
- human resource management

- community engagement
- performance management
- business planning
- internal audit

Each challenge panel also included an element of peer review from a service and financial management perspective.

As part of the assurance process, each Service Management Team had to complete a comprehensive questionnaire and provide evidence to support their responses. Within the challenge sessions, Service Management Teams were required to demonstrate not only that systems and processes were in place but that they were also effective in terms of achieving service and strategic outcomes. Where areas of weakness have been identified these have been evaluated in terms of risk and the appropriate actions to address these areas will be incorporated into either their service specific Governance Improvement Plan or the Corporate Governance Improvement Plan which supports the preparation of this Governance Statement.

Review of Effectiveness

The Council's Single Outcome Agreement (SOA) has been revised and refreshed and sets out the vision and key priorities for the Council and its community partners with a focus on better integration of public service delivery. The SOA has two overarching priorities which reflect the partnership structure under the Clackmannanshire Alliance - *Economy, Skills & Growth* and *Well-being & Early Intervention*. Taking Clackmannanshire forward sets out the Council's vision and corporate priorities for the next five years. The principles underpinning the Corporate Priorities are in alignment with the key elements of the Governance Strategy;-

- Engagement, Consultation & Partnership
- Excellent Financial Stewardship
- Good Governance
- Positive Organisational Culture

We are continuing to develop and improve our business planning and performance management framework to ensure that we are doing the right things at the right time. Performance is being measured at Corporate, Service and Team level. The most recent staff survey results indicate an increase in Performance Review & Development meetings (PRDs) for staff. The learning and development budget has been centralised to ensure that individual learning and development objectives are aligned to the corporate objectives of the organisation. The Covalent System continues to support performance monitoring and risk management. It is the intention to develop a model within Covalent which will allow monitoring of governance improvement actions and risks both at service and corporate level. This will facilitate clear and transparent reporting to Service Committees.

Significant aspects of our governance framework are defined within the following key documents :-

- Scheme of Delegation
- Standing Orders
- Contract Standing Orders
- Financial Regulations

During the period 2012-13 Contract Standing Orders have been reviewed and substantially revised to ensure that they reflect the current business needs of the organisation. A whole-scale review of our Financial Regulations is underway and our Standing Orders and Scheme of Delegation are kept under regular review to ensure that they are fit for purpose.

The Council has the following key strategies in place to support the delivery of our corporate priorities and strategic objectives :-

- Governance Strategy
- People Strategy
- Financial Strategy
- Customer Service Strategy
- Information Strategy
- ICT Strategy
- Risk Management Strategy
- Procurement Strategy & Procurement Journey

In the period 2012 -13 the Council approved an Information Strategy which was developed to begin to address an area of weakness at an organisational level that was identified in last year's Annual Governance Statement (AGS) and is aligned to the key elements of the overarching Governance Strategy. An ICT Strategy has been developed and approved to complement the Information Strategy. Our People Strategy has been reviewed and revised in alignment with the Governance Strategy and a Communications Strategy is being developed. The new People Strategy and the Communications Strategy are designed to better support "Making Clackmannanshire Better" the transformational business change programme and help the Council meet its corporate priorities.

To further improve our risk management, the Council agreed a new corporate approach which both treats and tolerates risk. The Risk Management Strategy can now be reviewed and revised to reflect this more mature approach to the management and mitigation of risk across all levels of the organisation. The assurance process demonstrated that Risk Registers are in place at service level. Key business risks are reflected in the Council's Corporate Risk Register however, the identification and evaluation of risk needs to be further embedded as an integral part of the business planning process.

The Procurement Journey is now in place to support more effective procurement practice and ensure compliance with procurement legislation. The assurance process highlighted that whilst Services are working to improve procurement practice the key elements of the Procurement Strategy are not yet fully embedded across the organisation. As this activity remains a risk for the Council, improvement actions in relation to this activity will be incorporated into Service Improvement Plans

The separate governance arrangements of the Shared Services in relation to Education and Social Services continue to present challenges. A review of the governance arrangements for the Shared Services is being undertaken seeking to clarify arrangements and address some of the practical difficulties which the managers of joint services are experiencing in terms of operating effectively and efficiently within two separate and distinct governance frameworks.

Childcare Services have been the subject of particular scrutiny both internal and external and a number of significant risks were identified in terms of skills, resources, structure and capacity. These risks are being addressed with detailed improvements plans in place and actions are being implemented.

Work is underway to align the Council's corporate framework for improvement and excellence - the Clackmannanshire Improvement Model (CIM) with the assurance framework to create a more holistic and comprehensive approach to ensuring robust and effective governance and continuous improvement.

The Council now has in place a fully resourced Internal Audit Team and they have provided an internal audit report for the period 2012-13. The Internal Audit Annual Report provides reasonable assurance as regards the effectiveness of Clackmannanshire Council's framework of governance, risk management and control in the year to 31 March 2013. Internal Audit did identify a number of weaknesses, particularly around "Following the Public Pound", the relationship with ALEOs and Data Protection however appropriate action has been identified by management to deal with these issues

Statement

The review of the effectiveness of the system of internal control and the overall governance framework is informed by different assurance sources including :

- internal audit
- external audit
- each member of the Corporate Management Team as part of the assurance process
- Governance Panel
- external review agencies and inspectorates.

Internal Audit have provided me with assurance for the period 2012/13 and an Internal Audit plan is in place for 2014/15 that will focus on areas which have been identified as corporate or service specific risks.

Each Head of Service and Director who has responsibility within the Scheme of Delegation for the development and maintenance of the system of internal control has provided me with assurance that the internal controls and governance arrangements within their service are effective and have been reviewed.

I have been advised by the Chief Financial Officer that the financial arrangements in place conform with the relevant CIPFA requirements.

Governance Panel assurance has been obtained as to the appropriateness and robustness of arrangements for monitoring corporate and service improvement plans. Progress is routinely monitored using the Council's covalent system.

I have been advised of the outcome of the review of the effectiveness of the governance arrangements and am satisfied that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.. A Governance Improvement Plan is in place to address identified weaknesses at both Service and Corporate level which will ensure that adequate and appropriate systems and processes are in place to improve the effectiveness of our governance arrangements.

The key areas for improvement identified during the annual review include :-

- workforce planning and development to ensure that our human resources are aligned to the current business needs of the organisation
- business transformation
- procurement capability assessment scoring and the further embedding of a corporate approach to procurement
- the development of appropriate protocols to provide clarity as to the particular roles, remits, responsibilities and accountabilities of Elected Member and Officers
- embedding of a more consistent, mature approach to the management and control of risk across all levels of the organisation
- shared service governance arrangements
- information management and data protection

Signed

Chief Executive

Signed

Leader of the Council

DRAFT

Report to **Resources & Audit Committee**

Date of Meeting: 20th June 2013

Subject: **2012/13 Statutory Performance Indicators**

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

1.0 Purpose

- 1.1. This report provides the Resources & Audit Committee with performance data on the Statutory Performance Indicators (SPIs) from 1st April 2012 to 31st March 2013.
- 1.2. These are the specified SPIs and will be reported to Audit Scotland in September, along with other 'non-specified' key performance indicators from each service's Business Plan annual report.
- 1.3. Public Performance Reports will be provided in 'Clackmannanshire View', Council Tax Leaflets and further committee reports throughout the year. From 2013/14, this list of SPIs will be replaced by a list developed by the Society of Local Authority Chief Executives (SoLACE).

2.0 Recommendations

- 2.1. It is recommended that the Committee notes performance levels in relation to previous years, targets and other local authorities, and challenges management comments and actions, where appropriate.

3.0 Considerations

- 3.1. Section 1 of Appendix A provides guidance and notes on interpreting data. Overall performance across the range of SPIs is shown in Section 2, with more detailed information on each indicator in Section 3. Section 4 provides information on Councils performing better than us in areas where we perform less well, as a reference point for potential benchmarking activity.
- 3.2. Overall, Clackmannanshire Council has again performed well in relation to other authorities in the Statutory Performance Indicators. There are some indications that the current financial climate may be having a detrimental impact on performance improvements, particularly in indicators directly or indirectly related to financial areas, costs and arrears. Despite this, the Council can report consistent or improved results in almost half of our SPIs.

3.3. Corporate Management

Though performance in a number of indicators in this grouping declined in 2012/13, in some cases this was due to additional checks and changes completed during the year. Improvements can, however, be seen in facilities management and council tax indicators, where targets were also achieved. Targets for Corporate Management indicators were not met. This will be taken into account for future target-setting.

3.4. Adult Social Work

Values for 2 indicators in this grouping are not yet available but will be reported to Audit Scotland in August once data is received from the homecare providers. Performance improved in the remaining 2 indicators, where targets were also met, and we are likely to remain above the Scottish average. Further analysis will be completed on the additional 2 indicators once data is available.

3.5. Culture & Community

Mixed results were reported in this grouping for 2012/13, with 3 of the 5 indicators improving on last year's results. Similarly, targets were met for 3 of the indicators but not for visits to indoor sports facilities and libraries. As in previous years, we are likely to perform below the Scottish average for visits to pools and museums, but above the Scottish average for indoor sports facilities and libraries, though we may move down to the 2nd quartile. Cost indicators that will be included in the SPIs from 2013/14 onwards will provide a fuller picture of service performance, when used in conjunction with the existing indicators.

3.6. Development Services

The previous indicators on 'householder' and 'non-householder' planning applications (where we were ranked among the best in Scotland for many years) have been replaced in 2012/13 with new indicators reflecting processing times for 'major' and 'local' applications. Classification of applications in these 2 categories is based on definitions in the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009. We were close to meeting all 3 provisional baseline targets, with this year's results informing future years' targets, and are likely to remain a strong performer in relation to other Councils in this area.

3.7. Housing

The indicators in this grouping will change significantly in 2013/14, partly due to legislative changes in this area. Performance declined in a number of Housing indicators, though in many cases only marginally, including in some types of repair, 1 category of housing quality, managing tenancy changes, arrears and homelessness. In many of these cases, however, the service has already taken action, such as greater scrutiny at increased frequency for early identification of underperformance, and in others has future plans for improvements.

Targets were met for over half of the Housing indicators, though we did not achieve targets for the overall housing repairs indicator, housing stock relet times, 2 rent arrears indicators and 2 homelessness indicators. These areas are being addressed both internally, through resource redistribution and research, and externally, through improved customer engagement. We were above the Scottish average for almost two thirds of Housing indicators in 2011/12, and are likely to retain first place rankings for elements of the SHQS and unlet 'low demand' housing stock.

3.8. Protective Services

We continue to perform well in comparison to previous years, targets and other Councils in relation to response times for domestic noise complaints. Our 2012/13 results are likely to remain significantly better than the Scottish averages, and we are likely to retain our 1st place ranking for those dealt with through the Antisocial Behaviour Act. Performance did, however, decline for both consumer complaints and business advice requests, which may be reflected in a decline in rankings, though we were still above target for both indicators.

3.9. Roads

Improvements can be seen in road condition for 3 of the 4 road classes and the overall result, partly due to improvements in the integrity of the road survey data gathered (completed by the external contractor WDM for all local authorities), and there was only a very slight decline for C class roads. We met our targets for all 5 of these indicators and are likely to remain in the 2nd quartile for the overall indicator.

3.10. Waste Management

Though 2 of the values are provisional until verified by external organisations, improvements are expected in 3 of the 4 waste indicators, with only a decline in the cost of waste collection due to the addition of food waste, which is likely to be a similar issue for other authorities. Targets were met for all 4 indicators. We are likely to remain in the 2nd quartile for 1 indicator, improve to the 2nd quartile for 2 indicators, and hold 1st quartile positioning for recycling.

Conclusion

3.11. Overall, Clackmannanshire Council has again performed well in relation to other authorities in the Statutory Performance Indicators. There are some indications that the current financial climate may be having a detrimental impact on performance improvements, particularly in indicators directly or indirectly related to financial areas, costs and arrears. Despite this, the Council can report consistent or improved results in almost half of our SPIs.

3.12. Many of these issues were, however, predicted by services, reflected in targets being met in almost two thirds of indicators. The advice and guidance provided by Strategy & Performance and managers' research and strong awareness of the environment in which their services are operating is resulting in much more realistic targets being set. Though we would like to improve in all areas, it must be recognised that in the current climate we may

only be able to maintain performance or achieve a balance across a number of indicators, and managers are increasingly using forecasting to ensure that targets are realistic and achievable.

- 3.13. Steady improvements can be seen in top quartile rankings, and 2011/12 saw a clear reduction in bottom quartile rankings, resulting in improvement to 2nd place overall, based on average rankings. We performed joint best in bottom quartile rankings (only 4) and joint 2nd for indicators in the top quartile (21 - over a third). We were also among only 4 authorities to be ranked in the top half of Councils for over two thirds of indicators. Overall, based on average rankings, we have improved from 5th place in 2009/10, to 3rd place in 2010/11, and to 2nd place in 2011/12.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. *Financial Details*

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

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

- 5.4. There are no direct financial implications from this report.

5.5. *Staffing*

- 5.6. There are no direct staffing implications from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

- (1) **Our Priorities** (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 - 2012/13 Statutory Performance Indicators

11.0 Background Papers

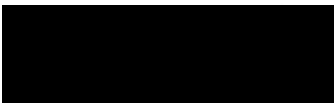
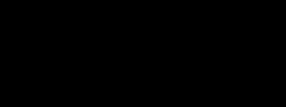
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

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

2012/13 Statutory Performance Indicator Report



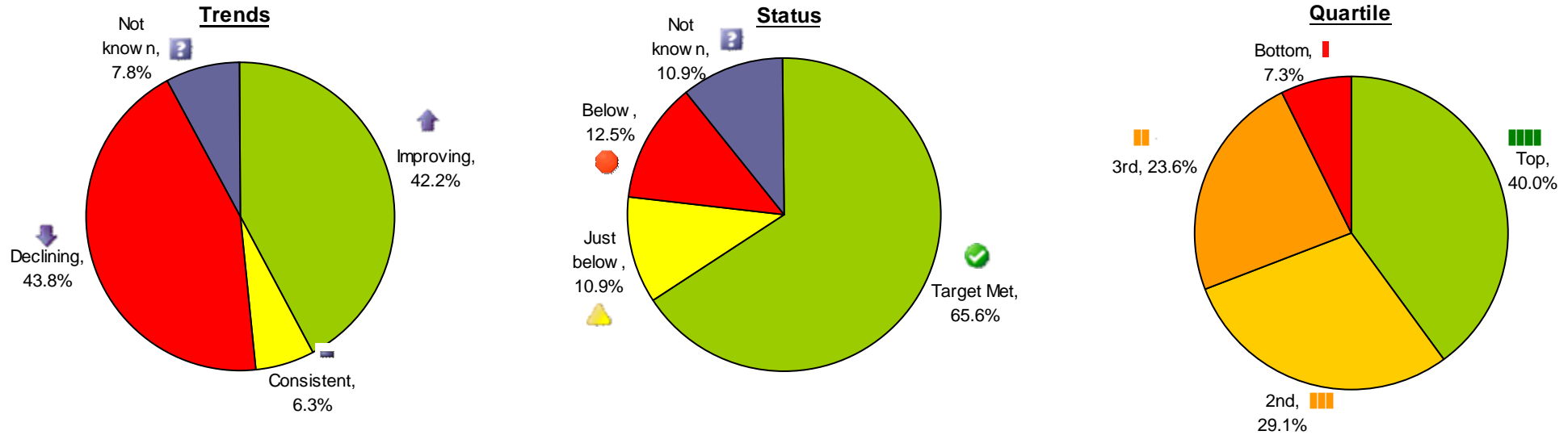
1. Guidance & Notes

Performance Indicator	The description of the indicator (further details of Audit Scotland definitions and guidance can be provided on request).
Management Comments & Actions	Managers' comments regarding the causes of strong performance, including changes and projects 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 should also be provided.
Value	The result achieved by Clackmannanshire Council in the time period shown.
Short Trend	<p>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 in these indicators as this shows performance improving. For most indicators this represents the annual change from 2011/12 to 2012/13, though some 'lagging' indicators run a year behind.</p> <ul style="list-style-type: none"> Performance has improved Performance is consistent Performance has declined No comparison is possible, as either 2011/12 or 2012/13 data is not available.
Target	The target set by the indicator owner for the time period shown.
Status	<p>This is calculated by comparing the value to the target, taking into account a specified 'tolerance'. The tolerance level varies for different indicators but most will be amber if between 5 and 15% worse than target, and red if more than 15% worse. The purpose of this is to ensure that only areas requiring attention are highlighted as red or amber, while those close to target (maybe only 0.1% below) remain green.</p> <ul style="list-style-type: none"> Performance is close to the target, or the target has been met or exceeded Performance is worse than the target but within tolerance (see above) Performance is worse than the target and outwith tolerance (see above) A target has not been set or entered onto Covalent
Scottish Average	The national average result for each indicator, based on data submitted to Audit Scotland annually by all 32 Scottish Councils.
Rank	Our position in relation to other Scottish Councils, based on data published by Audit Scotland. 1 st place is the best ranking and 32 nd the worst (the lower the number, the better we've performed in comparison to others).
Quartile	<p>4 groupings of the rankings, showing an overview of performance compared to others.</p> <ul style="list-style-type: none"> Top quartile - 1st to 8th place rankings 2nd quartile - 9th to 16th place rankings 3rd quartile - 17th to 24th place rankings Bottom quartile - 25th to 32nd place rankings

Abbreviations:

CEPS	Collaborative Enquiry Projects	CERT	Carbon Emissions Reduction Target
ILS	Independent Living Services	KSB	Keep Scotland Beautiful
SEPA	Scottish Environmental Protection Agency	SHQS	Scottish Housing Quality Standard
SPI	Statutory Performance Indicator	SoLACE	Society of Local Authority Chief Executives
UHS	Universal Home Insulation Scheme		

2. Overall Performance

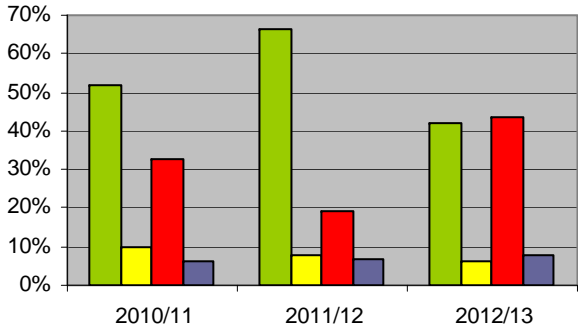


Audit Scotland Service Grouping	Trends (performance compared to last year)				Status (performance compared to target)				Quartile* (performance compared to others)				Total Indicators
	↑	-	↓	?	✓	⚠	●	?	■	■	■	■	
Corporate Management	5		6		6	1	4		5	2	4		11
Adult Social Work	2			2	2			2	1	2		1	4
Cultural & Community Services	3		2		3	1	1		2			3	5
Development Services				3	2	1			3†				3
Housing	8	3	16		15	4	3	5	8	9	6		27
Protective Services	1	1	2		4				2	1	1		4
Roads	4		1		5					1			5
Waste Management	3		1		4				1	1	2		4
Overall	1				1				1	(not included in total below)			1
Total	27 (42.2%)	4 (6.3%)	28 (43.8%)	5 (7.8%)	42 (65.6%)	7 (10.9%)	8 (12.5%)	7 (10.9%)	22 (40.0%)	16 (29.1%)	13 (23.6%)	4 (7.3%)	64 (100%)

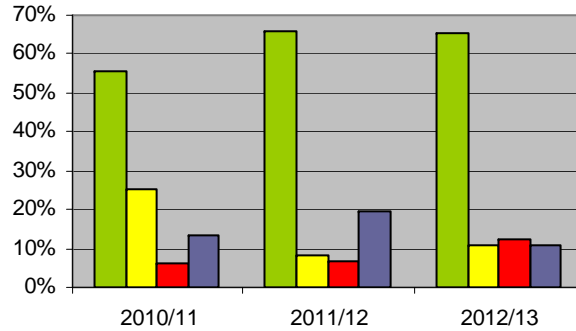
* 4 Housing indicators and 4 Roads indicators cannot be ranked due to the level of detail published by Audit Scotland. Also, the indicator in the Overall category summarises the percentage of SPIs ranked in the top quartile so including this in the total would be 'double-counting'. Therefore, only 55 indicators are included in the Quartile summary (including the percentages in each quartile), while 64 are included in the Trends & Status summaries.

† Though no historical data is available for the 3 new Development Services indicators introduced in 2012/13, we were ranked in the top quartile for the 3 previous indicators in 2011/12.

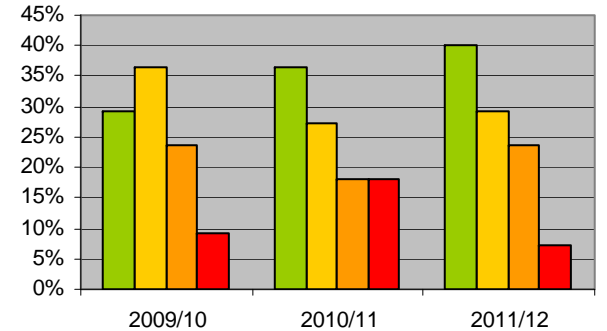
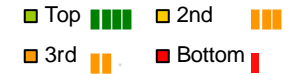
Trends



Status

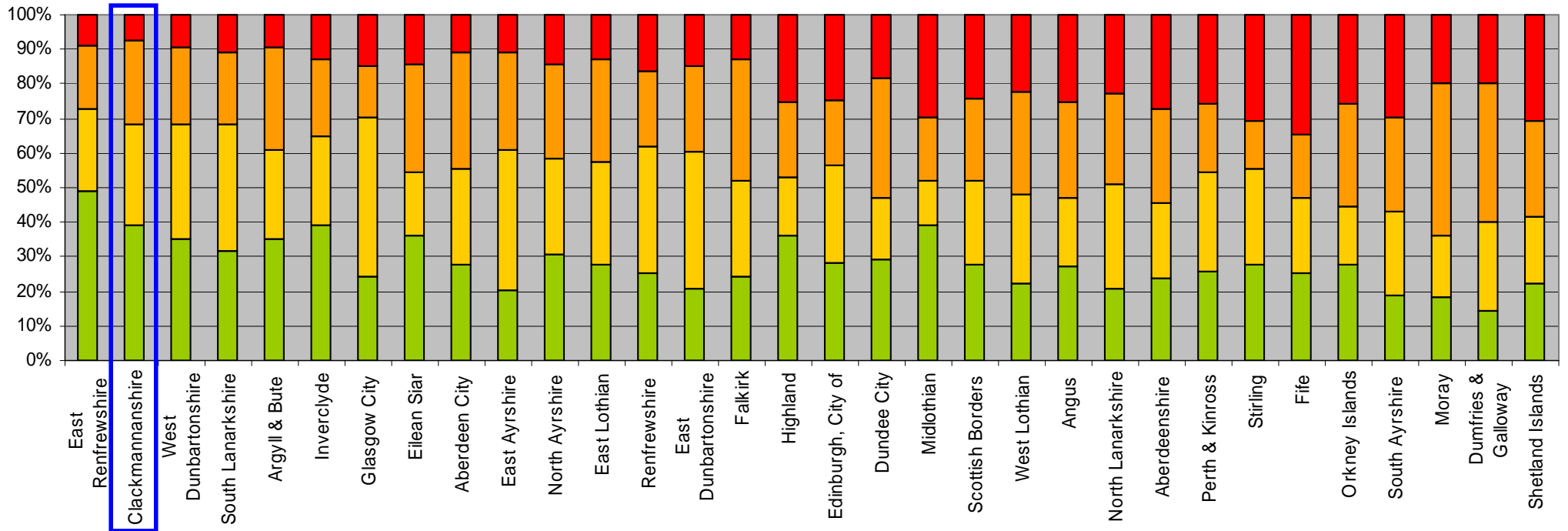


Quartile



Quartile Distribution of 2011/12 Rankings

(Councils are sorted by Overall Average Ranking, with the best performing Councils at the left)



4. Performance Details

Corporate Management											
Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Average working days lost through sickness absence per teacher	Data sources for 2012/13 report varied from those used in previous years. In 2012/13, data was collated from individual service records, whereas in previous years, reporting was based on data held within the Compel HR system.	15.7 days		6.2 days		6.9 days	6.2 days	23 	6.8 days	6.6 days	19
Average working days lost through sickness absence per local government employee	The provision of a new HR and Payroll system with effect from 1.4.13 will improve the accuracy of reporting. Maximising attendance sessions (joint with TU reps) due to be rolled out over the summer period and implementing Maximising Attendance policy is a priority for Service Managers..	21.1 days		7.9 days		7.9 days	10.4 days	1 	9.0 days	10.8 days	2
Women in the highest paid 2% of Council earners	The Council aims to recruit the best candidate for any role. This data represents the outcome of applying this principle.	43.5%		51.5%		54.8%	41.2%	1 	54.8%	39.5%	1
Women in the highest paid 5% of Council earners		54.8%		51.5%		52.6%	48.5%	5 	49.5%	46.3%	5
Council buildings that are suitable and accessible to disabled people	The Facilities Management Team , will be continuing a programme of redevelopment and refurbishment whilst still being able to maintain the full range of services and functions, the Authority currently provides.	79.3%		79.0%		73.9%	70.7%	17 	73.1%	64.9%	10
Gross cost per case of benefits administration	Increase in cost as a result of central support charges and as a result of the costs of implementation of Welfare Reforms. Cost still came in below target and lower than national average.	£35		£42		£31	£43	5 	£39	£45	9
Cost of Council Tax collection (per dwelling)	Direct costs for this service actually reduced during 12/13.Increases as a result in central support costs increasing to 2010/11 levels.	£17		£7		£7	£13	3 	£17	£14	28
Income due from Council Tax that was received during the year	Continued improvement in collection of Council Tax but fell short of target due to delays in obtaining and issuing summary warrants during 12-13. The delays were due to fact we carried out a reconciliation exercise with our external collection partners of all debts due.	95.3%		95.5%		95.2%	95.1%	18 	93.3%	94.7%	28

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Invoices paid within 30 calendar days	This has declined due to the reducing numbers of invoices received during the year. While the number of invoices paid outwith 30 days has reduced, there has been a proportionately larger reduction in the number of invoices received during the financial year.	79.2%	↓	90.0%	⚠	86.3%	90.2%	21 ■■	81.7%	89.5%	28 ■
Council buildings that are in satisfactory condition (by floor area)	The Facilities Management Team , will be continuing a programme of office space rationalisation and utilisation, with the aim of reducing the overall office space required, whilst still being able to maintain the full range of services and functions, the Authority currently provides.	91.9%	↑	90.0%	✅	86.0%	82.7%	9 ■■■	86.1%	81.3%	13 ■■
Operational buildings that are suitable for their current use	The Facilities Management Team , will be continuing a programme of redevelopment and refurbishment whilst still being able to maintain the full range of services and functions, the Authority currently provides.	84.3%	↑	79.0%	✅	83.3%	74.8%	14 ■■■	82.8%	73.7%	11 ■■

Adult Social Work

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Homecare hours provided (per 1,000 population aged 65+)	Service levels are being maintained in accordance with increasing demand, assessed need and available resources.	582.3	↑	520.0	✅	517.6	493.8	11 ■■■	493.9	490.1	16 ■■
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.	96.7%	↑	97.0%	✅	96.5%	92.6%	13 ■■■	94.3%	91.1%	17 ■■
Homecare clients aged 65+ receiving an evening/overnight service	Values not available from ILS & Crossroads (homecare providers) until mid-July		?		?	50.3%	44.8%	7 ■■■	47.3%	41.6%	9 ■■
Homecare clients aged 65+ receiving a service at weekends			?		?	70.2%	77.1%	27 ■	66.4%	71.3%	25 ■

Culture & Community

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Visits to swimming pools (per 1,000 population)	Reports a 3% increase on the previous years performance. Two factors introduction of direct debit and extending the opening hours.	2,662		2,364		2,596	3,466	28 	3,073	3,320	20
Visits to indoor sports facilities excluding pools (per 1,000 population)	Reporting a 2.2% reduction on previous year due to the closure of the Speirs Centre for refurbishment.	8,255		8,509		8,420	5,655	7 	7,729	5,431	7
Visits to museums (per 1,000 population)	This indicator is calculated by using visitor numbers to exhibitions shown in a range of venues, the Doors Open Days event, outreach activity and work with schools, public lectures and public enquiries from the public. The higher figure this year is due mainly to an increase in the number of exhibitions mounted. ClacksPast, the online catalogue of the museum, archives and local history collections was launched in September but so far useage has not been recorded, so 'virtual' visits to the collection are not included here.	188		170		158	2,314	30 	121	1,782	30
Visits to museums that were in person (per 1,000 population)		186		170		157	1,547	30 	119	1,227	29
Visits to libraries (per 1,000 population)	18% drop in visits to libraries recorded in the last year. This is at least in part due to the relocation of the library from Drysdale St. into the interim library in the Speirs Centre. In Drysdale Street, the automatic counter system would not have been able to differentiate customers coming into make a payment only from those visiting the library. Since August 2012, payments have been taken separately at the office in Bank St.	6,681		8,150		8,153	6,127	7 	8,548	6,114	3

Development Services

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Average time to process Major planning applications	Performance significantly exceeds the target figure, albeit reliant on a single planning application.	3.4 weeks		16.0 weeks		Indicators introduced in 2012/13 so no historical trend or benchmark data available. Ranked in 2 nd place () for all 3 previous indicators on planning applications in 2011/12 (percentage of householder, non-householder and all applications processed within 2 months)					
Average time to process Local planning applications	The figure marginally fails to meet the target figure. Influenced mainly by a Scottish Government request to progress and clear "legacy" applications. A small number of application decisions on older applications has therefore contributed to this outcome. However, likely to remain in top quartile in Scotland. The anticipated Scottish average likely to be 12 weeks.	8.0 weeks		7.0 weeks							
Average time to process all planning applications	Due to the small number of major applications, the figure largely repeats the value for local development applications. Performance is on target.	8.0 weeks		8.0 weeks							

Housing

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
'Emergency' housing repairs completed within 4 hours	In 2012/13 the proportion of all repairs completed within target marginally reduced against our agreed timescales. However, further improvement was achieved in meeting customer demands and expectations for emergency and urgent repair work. The Council has plans to ensure future targets are met for weekly and routine repairs and already in 2013 a new corporate repairs centre hub has been set up for customers. In addition, during 2013-14 the Council will be introducing a formal appointment system for tenants to ensure that customers are given reasonable choice about when work is done.	99.7%		99.0%		99.6%	Benchmark data only available at the 'All housing repairs' level, below.	98.9%	Benchmark data only available at the 'All housing repairs' level, below.		
'Urgent' housing repairs completed within 4 hours		99.8%		99.0%		99.2%					
'Weekly' housing repairs completed within 7 days		91.1%		92.0%		94.0%					
'4 Week' housing repairs completed within 28 days		85.1%		87.0%		89.0%					
All housing repairs completed within target times		92.7%		94.3%		94.3%	93.6%	10 	95.9%	93.3%	9
Council houses that are of a 'tolerable standard' (SHQS)	See below	100%		See below		100%	99.9%	1 	99.21%	99.7%	25
Council houses that are 'free from serious disrepair' (SHQS)	The Council has once again exceeded its target of 90% attainment of the SHQS in large part due to the accelerated	100%		Targets set at		100%	93.2%	1 	99.96%	91.8%	1
Council houses that are 'healthy, safe & secure' (SHQS)		93.0%				93.7%	90.5%	12 	92.3%	84.6%	16

Improving
 Consistent
 Declining
 No comparison available
 Close to or meeting target
 Just below target
 Below target
 Top quartile
 2nd quartile
 3rd quartile
 Bottom quartile

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Council houses that are 'energy efficient' (SHQS)	central heating and home energy programme which was part funded through Government CEPS, UHIS and CERT programmes. The challenge for 2013/14 will be working in mixed tenure blocks for security and roofing/external works.	100%	↑	the 'overall' level, below	?	99.5%	81.2%	2 ■■■	93.5%	74.9%	4 ■■■
Council houses that have 'modern facilities & services' (SHQS)		99.3%	↑		?	95.4%	88.8%	9 ■■■	98.4%	82.1%	4 ■■■
Council housing meeting all Scottish Housing Quality Standard criteria		92%	↑	90%	✓	89%	66%	1 ■■■	85%	54%	3 ■■■
Rent loss due to empty (void) properties as a percentage of the total rent due	There was a sharp increase of properties becoming available for let during the year 2012/13. This year there were 426 tenancies terminated compared to 352 the previous year, this has been the highest rate of terminations for the past 5 years. Several factors have contributed to this increase, there was an increase in allocations to our own tenants, Housing Associations have been developing in the area which have resulted in increased level of their lets going to our tenants, there was an increase in the number of our tenants who moved to properties in the private rented sector, and a marked increase in the number of tenants going into permanent care provision. Despite this significant increase in volume, the service managed to let non low demand properties in an average of 4.8 weeks, which is slightly above the 4 weeks target.	0.71%	↓	0.80%	✓	0.69%	1.30%	4 ■■■	0.72%	1.30%	7 ■■■
Average relet time (days) for housing stock that is 'not low demand'		34	↓	31	⚠	30	33	11 ■■■	31	36	11 ■■■
Average relet time (days) for housing stock that is 'low demand'		81	↓	56	⚠	55	57	11 ■■■	56	63	12 ■■■
Average time 'low demand' houses have been unlet at the year end		0	▬	0	✓	0	345	1 ■■■	0	288	1 ■■■
Current tenant arrears as a percentage of net rent due	Rent Collections in Clackmannanshire mirror the national trend of increasing slightly. The figure was impacted in Clackmannanshire by cash offices closing for Easter public holidays which adversely affected the collection rate slightly.	5.4%	↓	5.8%	✓	5.3%	6.1%	10 ■■■	5.9%	5.9%	12 ■■■
Current tenants owing more than 13 weeks rent (excluding those owing less than £250)	Significant improvement which brings us under Scottish Average due to the proactive arrears management now being done under a corporate debt approach.	4.2%	↑	4.8%	✓	4.8%	4.3%	10 ■■■	4.9%	4.1%	18 ■■■
Tenants giving up their tenancy during the year that were in rent arrears	Improvement to under 50% but still high in comparison with Scottish Average. Continued work in this area with tenant engagement ongoing. This indicator will be impacted next year by Welfare Benefit cuts.	49.1%	↑	50.0%	✓	52.6%	39.2%	21 ■■■	48.3%	40.1%	20 ■■■
Average debt owed by tenants leaving their tenancies with arrears	This was impacted by the rent increase of 6.5% in April 2012. this indicator actually improved comparing like with like.	£526	↓	£525	✓	£498	£554	10 ■■■	£565	£497	18 ■■■
Average number of weeks rent owed by tenants leaving in arrears	Slight improvement but short of target. Work will continue in this area with regard to ongoing tenant engagement.	8.8	↑	8.5	⚠	8.9	9.2	13 ■■■	10.78	8.7	20 ■■■

Improving
 Consistent
 Declining
 No comparison available
 Close to or meeting target
 Just below target
 Below target
 Top quartile
 2nd quartile
 3rd quartile
 Bottom quartile

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Arrears owed by former tenants that was written off or collected during the year	Capacity issues within the team have resulted in this poor performance. These will be addressed by a service restructure and dedicated resource will be allocated to this take from April 2013.	11.9%	↓	45.0%	🔴	47.9%	35.7%	8 ■ ■ ■	9.4%	40.8%	26 ■
Homeless decision notifications within 28 days (permanent accommodation)	Expect housing support regulations to be introduced in 2012/13 which imposes additional investigatory requirements which may impact negatively on targets.	73.1%	↓	80.0%	🟢	84.8%	89.1%	21 ■ ■	71.5%	87.3%	28 ■
Homeless cases housed into permanent accommodation	It is likely that given the shortage in permanent accommodation, compounded by welfare reform, that this situation will deteriorate.	48.3%	↓	50.0%	🟢	56.6%	49.2%	18 ■ ■	54.5%	47.2%	12 ■ ■
Homeless cases reassessed within 12 months (permanent accommodation)	Further research to establish the characteristics of these clients. However there will always be a low background level of repeat applications for reasons beyond the control of the service.	6.5%	↓	4.0%	🔴	5.9%	5.4%	20 ■ ■	3.8%	5.6%	7 ■ ■ ■
Homeless decision notifications within 28 days (temporary accommodation)	Target met. 2013/14 target to be set to Scottish average of 87.1%	77.1%	↓	75%	🟢	78.9%	87.1%	24 ■ ■	63.8%	85.2%	31 ■
Homeless cases reassessed within 12 months (temporary accommodation)	Following changes in 2012 to the Homelessness legislation this group is now significantly smaller meaning that a small variation in cases reassessed can result in a significant percentage change. Investigations into the client groups reapplying will be carried out.	5.4%	↓	6.0%	🟢	3.3%	4.3%	10 ■ ■ ■	6.3%	4.8%	20 ■ ■
Homeless applicants provided with permanent accommodation in Council stock who maintained their tenancy for at least 12 months	Since 2012 we have introduced our Tenancy Sustainment visits, with Homeless priority applicants assessed as a high risk and therefore they now receive ongoing visits throughout the first year of their tenancy. It is anticipated that this will result in higher sustainment for 2012/13.	85%	↓	90%	🟡	90%	86%	7 ■ ■ ■	84%	85%	17 ■ ■

Protective Services

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Average time to attend domestic noise complaints requiring attendance on site	Despite fluctuations from month to month the overall performance figure remains almost identical to last year.	3.8 hrs		6.0 hrs		3.8 hrs	30.5 hrs	10 	10.7 hrs	46.2 hrs	13
Average time to attend domestic noise complaints dealt with through the Antisocial Behaviour Act	Performance is as normal. The average response time is above target and if compared to the performance achieved in the previous year, should allow the Council to retain, based on this level of performance, the best performing Council when compared to other Councils providing an ASB noise service.	0.2 hrs		1.0 hrs		0.3 hrs	0.6 hrs	1 	0.3 hrs	0.6 hrs	2
Consumer complaints dealt with within 14 days	The performance is within target.	88.1%		80.0%		89.6%	81.4%	7 	77.5%	77.7%	13
Business advice requests dealt with within 14 days	The performance is within target. The service provides a high quality service to the business sector.	91.7%		90.0%		98.2%	96.3%	17 	93.3%	96.6%	20

Roads

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
A class roads that should be considered for maintenance treatment	The dataset used for these indicators was improved to prevent the Contractor surveying private routes (which have been included in previous figures). We do not believe that the unclassified network (and therefore the overall indicator) has improved as shown in recent years. The current figures offer a fairer reflection of the network condition at present but not the overall trend. [Trends for A, B & C class roads should be more accurate.]	21.8%		25.0%		23.8%	Benchmark data only available at the 'All roads' level, below.		26.0%	Benchmark data only available at the 'All roads' level, below.	
B class roads that should be considered for maintenance treatment		21.8%		25.0%		28.8%			32.8%		
C class roads that should be considered for maintenance treatment		29.1%		30.0%		29.0%			30.3%		
Unclassified roads that should be considered for maintenance treatment		40.2%		45.0%		42.7%			43.5%		
Roads that should be considered for maintenance treatment		33.7%		34.0%		36.4%	36.4%	16 	37.4%	37.9%	16

Improving
 Consistent
 Declining
 No comparison available
 Close to or meeting target
 Just below target
 Below target
 Top quartile
 2nd quartile
 3rd quartile
 Bottom quartile

Waste Management

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Cost of refuse collection per premise	The net costs of collection are increasing due to the additional collections (food waste) being required by statute.	£64	↓	£65	✔	£58	£66	9 	£52	£66	4
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 increased of £8 on the 2011/12 figure, as a minimum. However, our performance has been so successful at minimising and recycling waste that costs have reduced during 2012/13.	£83	↑	£87	✔	£89	£98	17 	£85	£96	15
Municipal waste composted or recycled	Continued upward increase in recycling rate and decrease in the total waste arising. Provisional subject to SEPA verification.	57%	↑	50%	✔	53%	41%	5 	50%	38%	1
Street cleanliness index (on a scale of 1 to 100)	A lower than expected December survey result due to smoking related litter has dragged down performance. Provisional subject to KSB verification.	75	↑	74	✔	74	75	17 	77	74	5

Overall

Performance Indicator	Management Comments & Actions	2012/13				2011/12			2010/11		
		Value	Short Trend	Target	Status	Value	Scottish Average	Rank & Quartile	Value	Scottish Average	Rank & Quartile
Statutory Performance Indicators ranked in the top quartile (top 8 out of 32 Scottish Councils)	The Council's continuous review & improvement of performance management, reporting and scrutiny, including the introduction of new committees and the Covalent performance management system, ensures that performance management is given a high priority and that we remain a top performer in relation to other Councils.		↑		✔	40.0%		2 			2
		Lagging indicator - 2012/13 data not yet available from Audit Scotland.				(target = 40.0%)	26.1%		36.4%	26.0%	

5. Best Performing Councils (2011/12)

One of the key aims of benchmarking is to identify others who are performing better than us and may be able to provide advice on how we can improve. While we always aim to perform well in comparison to others, indicators cannot be used in isolation as, for example, we may not need to be ranked first in Scotland for a cost indicator if this will impact negatively on timeliness or customer satisfaction indicators. The more realistic aim is, therefore, to achieve a balance of performance in indicators across any particular process.

The best performing Councils in indicators where we were ranked in the 3rd or bottom quartiles in 2011/12 are provided below. Services should contact the Performance & Partnership Support Team if they would like to contact these Councils, get more information about better performers in other indicators, or for more detailed SPI analysis. If Councils achieve the same value for an indicator, they receive the same ranking, therefore, though the list below has been restricted to only 3 Councils per indicator, others may be performing at the same level. The introduction of the SOLACE benchmarking indicators (to be reported next year) will see the development of new comparative families. There are four family groupings: based on levels of deprivation, geographical neighbours, environment (i.e. Rural, Semi-rural or Urban) and population density/budget. Grouping in this way will bring a greater sensitivity to comparative analysis, better enabling stakeholder understanding of how we perform relative to other councils with similar issues.

Corporate Management			
Average working days lost through sickness absence per teacher	Falkirk	Midlothian	Stirling
Council buildings that are suitable and accessible to disabled people	Scottish Borders	Angus	Highland
Income due from Council Tax that was received during the year	Angus	Perth & Kinross	Orkney Islands
Invoices paid within 30 calendar days	Renfrewshire	Inverclyde	City of Edinburgh
Cultural & Community Services			
Visits to swimming pools (per 1,000 population)	Shetland Islands	Orkney Islands	Scottish Borders
Visits to museums (per 1,000 population)	Shetland Islands	Glasgow City	Dumfries & Galloway
Visits to museums that were in person (per 1,000 population)	Glasgow City	Shetland Islands	Orkney Islands
Housing			
Current tenants owing more than 13 weeks rent (excluding those owing less than £250)	East Ayrshire	Moray	North Lanarkshire
Tenants giving up their tenancy during the year that were in rent arrears	Highland	Fife	Moray
Homeless decision notifications within 28 days (permanent accommodation)	East Ayrshire	South Lanarkshire	North Ayrshire
Homeless cases housed into permanent accommodation	Orkney Islands	Perth & Kinross	Shetlands Islands
Cases reassessed as homeless within 12 months of completion (permanent accommodation)	Eilean Siar	Angus	Perth & Kinross
Homeless decision notifications within 28 days (temporary accommodation)	East Ayrshire	Moray	South Lanarkshire
Protective Services			
Business Advice requests dealt with within 14 days of receipt	East Renfrewshire	Renfrewshire	West Dunbartonshire
Roads			
Roads that should be considered for maintenance treatment	Orkney Islands	Aberdeenshire	Dundee City
Waste Management			
Cost of refuse disposal per premise	Shetland Islands	Falkirk	Midlothian
Street cleanliness index (on a scale of 1 to 100)	Dumfries & Galloway	Moray	Orkney Islands