



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

Meeting of the Scrutiny Committee

Thursday 21st December 2017 at 9.30 am

**Venue: Council Chamber, Kilncraigs,
Greenside Street, Alloa, FK10 1EB**

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



Scrutiny Committee

The remit of the Scrutiny Committee is:

- a. To monitor council services against agreed outcomes, standards and targets
- b. To monitor the achievement of organisation-wide agreed outcomes, standards and targets
- c. To monitor the achievement of agreed outcomes, standards and targets by the community planning partnership
- d. The scrutiny of Council decision-making, with the ability to call in decisions
- e. To initiate or undertake scrutiny reviews
- f. To deal with matters referred by the Council for scrutiny purposes

The Scrutiny Committee will meet every 2 months on the third Thursday, the agenda alternating between items (a) and (b) at one meeting and item (c) at the next

13 December 2017

A MEETING of the SCRUTINY COMMITTEE will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 21 DECEMBER 2017 at 9.30 am.

**GARRY DALLAS
Executive Director**

B U S I N E S S

	Page no.
1. Apologies	- -
2. Declaration of Interests Members should declare any financial or non-financial interests they have in any item on this agenda, identifying the relevant agenda item and the nature of their interest in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	- -
3. Confirm Minutes of Meeting held on Thursday 19 October 2017 (Copy herewith)	05
4. Transformation in the Scottish Fire and Rescue Service – report by the Local Senior Officer Clackmannanshire and Stirling (Copy herewith)	09
5. Education Service Six Monthly Update on Services Business Plan 2017/2018– report by the Chief Education Officer (Copy herewith)	13
6. Social Services Performance Report April 2017 – September 2017 – report by the Head of Social Services (Copy herewith)	45
7. Social Services Review – report by the Head of Social Services (Copy herewith)	63
8. Housing, Property and Revenues Performance Report Quarter 2 – report by the Head of Housing and Community Safety (Copy herewith)	71
9. Resources and Governance Performance Report April to September 2017-18 – report by the Head of Resources and Governance (Copy herewith)	115
10. Strategy and Customer Services: Six Monthly Performance Report – report by the Head of Strategy and Customer Services (Copy herewith)	133
11. Development and Environment Services, Performance Report, Quarter 2 – report by the Executive Director (Copy herewith)	153

Scrutiny Committee – Committee Members (Membership 8 - Quorum 4)

Councillors

Wards

Councillor	Dave Clark (Chair)*	2	Clackmannanshire North	LAB
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	Archie Drummond	2	Clackmannanshire North	SNP
Councillor	Phil Fairlie	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Chris Dixon	4	Clackmannanshire South	CONS
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Bill Mason	5	Clackmannanshire East	CONS

*Councillor Dave Clark was appointed by Council as Chair of the Scrutiny Committee on Thursday 1 June 2017.

The Council agreed that the Chair of the Scrutiny Committee will rotate between the 2 Opposition parties on an annual basis.

Appointed Members (3)

Rev Sang Y Cha	Church of Scotland
Father Michael Freyne	Roman Catholic Church
Pastor David Fraser	Scottish Baptist Church

The Council's Religious Representatives (Appointed Members) only have voting rights on matters relating to the discharge of the authority's function as education authority.

**MINUTES OF MEETING of the SCRUTINY COMMITTEE held within the Council
Chamber, Kilncraigs, ALLOA, FK10 1EB, on THURSDAY 19 OCTOBER 2017 at 9.30 AM.**

PRESENT

Councillor Dave Clark (In the Chair)
Councillor Phil Fairlie
Councillor Darren Lee
Councillor Bill Mason
Councillor Derek Stewart
Councillor Les Sharp

Fr Michael Freyne, Religious Representative (Appointed Member) (Arrived 10.05 am)

IN ATTENDANCE

Stuart Crickmar, Head of Strategy and Customer Services
Superintendent Martin Fotheringham, Police Scotland
Chief Inspector Drew Sinclair, Police Scotland
Sergeant John McSorland, Police Scotland
Mervyn Almedia, Police Scotland
Gordon Pryde, Group Manager Stirling and Clackmannanshire, Scottish Fire and Rescue
Service
Roddie Keith, Clackmannanshire/Stirling, Local Senior Officer, Scottish Fire and Rescue
Service
Anne Pearson, Chief Education Officer
Lorraine Sanda, Improving Outcomes Manager
Cathy Quinn, Improving Outcomes Manager
Lindsay Thomson, Service Manger Legal and Democracy, Clerk to the Scrutiny Committee
Melanie Moore, Committee Services

SC(17)18 APOLOGIES

Apologies for absence were received from Councillor Archie Drummond, Councillor Chris
Dixon, Rev Sang Y Cha and Pastor David Fraser.

SC(17)19 DECLARATIONS OF INTEREST

None

SC(17)20 CONFIRM MINUTES OF MEETING HELD ON 24 AUGUST 2017

The minutes of the meeting of the Scrutiny Committee held on 24 August 2017 were
submitted for approval.

Decision

The minutes of the meeting of the Scrutiny Committee held on 24 August 2017 were agreed
as a correct record and signed by the Chair.

Moved by Councillor Bill Mason. Seconded by Councillor Darren Lee.

SC(17)21 POLICE PERFORMANCE REPORT FOR CLACKMANNANSHIRE APRIL 2016 TO MARCH 2017

A report was submitted by the Local Police Commander which provided the Committee with information on the performance of Police Scotland in the Clackmannanshire local authority area for the period April 2016 to March 2017.

The Committee heard a presentation on Policing Clackmannanshire Quarter 4 2016/17 from Superintendent Martin Fotheringham, Police Scotland, and had opportunity to put questions to Superintendent Fotheringham and his colleagues.

Motion

That the Committee agrees the recommendation set out in the report.

Moved by Councillor Darren Lee. Seconded by Councillor Ellen Forson.

Decision

Having commented on and challenged the report, the Committee agreed to note the information set out in the Police Performance Report for Clackmannanshire April 2016 to March 2017.

SC(17)22 STOP AND SEARCH PRESENTATION BY POLICE SCOTLAND

A presentation regarding the Public Scrutiny of Stop and Search was given by Sergeant John McSorland of Police Scotland. After the presentation the Committee had the opportunity to put any questions to Sergeant McSorland.

Decision

The Committee agreed to note the information set out in the Stop and Search presentation.

SC(17)23 FIRE PERFORMANCE REPORT – 2016/17

A report, submitted by the Local Senior Officer Clackmannanshire and Stirling, provided the Committee with an annual performance of the Scottish Fire and Rescue Service (SFRS) in Clackmannanshire covering the period 1 April 2016 to 31 March 2017. The report is based on performance against objectives and targets set out in the Local Fire and Rescue Plan for Clackmannanshire 2014/17.

Motion

That the Committee agrees the recommendation set out in the report.

Moved by Councillor Derek Stewart. Seconded by Councillor Phil Fairlie.

Decision

Having commented on and challenged the report, the Committee agreed to note the information set out in the Fire Performance Report - 2016/17.

SC(17)24 UPDATE ON IMPROVING OUTCOMES: ATTAINMENT, ATTENDANCE AND EXCLUSION

A report was submitted by the Chief Education Officer, which updated the Committee on progress in relation to Attainment, Attendance and Exclusion.

Motion

That the Committee agrees the recommendation set out in the report.

Moved by Councillor Derek Stewart. Seconded by Councillor Ellen Forson.

Decision

Having commented on the data, the Committee agreed to note the update on Improving Outcomes: Attainment, Attendance and Exclusion report.

SC(17)25 SCOTTISH ATTAINMENT CHALLENGE QUARTER 1 REPORT

A report was submitted by the Chief Education Officer, which updated the Committee on Clackmannanshire's Attainment Challenge Year Three/Quarter one report in line with Scottish Attainment Challenge Governance.

Motion

That the Committee agrees the recommendation set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Darren Lee.

Decision

Having commented on the report, the Committee agreed to note the progress on Year three/Quarter one plan.

Ends 1158 hrs

Report to: Scrutiny Committee

Date of Meeting: 21 December 2017

Subject: Transformation in the Scottish Fire and Rescue Service

Report by: Local Senior Officer Clackmannanshire and Stirling

1.0 Purpose

1.1 The purpose of this report is to provide committee with:

An overview of the need for transformation in the Scottish Fire and Rescue Service and an outline of proposed changes that may be considered for introduction.

2.0 Recommendations

2.1. It is recommended that Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

3.1. The need to transform

3.1.1. The Fire Services Act 1947 established fire services in their current form and provided the foundations for a response model which has served Scotland and the UK well for many years.

3.1.2. However, the world today is very different from that of 70 years ago and the SFRS is operating against a backdrop of significantly changing risks and the greatest financial challenge seen in decades.

3.1.3. The SFRS must transform if it is to continue to protect our communities from new and emerging risks whilst operating within the current challenging financial environment. The SFRS is unable to sustain its current frontline delivery beyond this financial year.

3.2. Changing Risk

3.2.1. Our most identifiable role is as that of a firefighting service and this will not change. However the number of fires and fire casualties has been gradually reducing over recent years.

3.2.2. At the same time, our communities are facing new and emerging risks including the threat from terrorism, climate change and a changing demographic that includes an ageing population.

3.2.3. The SFRS needs to transform to meet these risks and continue to provide an effective and efficient fire and rescue service for the people of Scotland.

3.3. The Benefits of Transformation

3.3.1. Transformation of the SFRS will result in a more efficient service that can respond effectively to the emerging risks identified above. The Service plans to make our communities safer by introducing new capabilities that will give firefighters a critical role in responding to a diverse range of emergency incidents including terrorism, severe weather and emergency medical response.

3.3.2. By transforming we can

3.3.2.1. Create a fire and rescue service designed to meet today's risks

3.3.2.2. Deliver our current role more efficiently and effectively

3.3.2.3. Protect and enhance frontline service delivery

3.3.2.4. Improve safety in rural communities by strengthening our Retained Duty System (RDS)

3.3.2.5. Undertake a broader role in vital preventative work

3.4. Our Vision

3.4.1. **Expanding the Firefighter Role** - Our transformation vision is to build a modern, flexible and efficient fire and rescue service to meet the changing risks in our communities. This will include expanding the firefighter role significantly. Our firefighters will have a vital role to play in areas such as responding to terrorism, Emergency Medical Response (EMR), enhancing our response to severe weather events and taking on a much broader preventative and intervention role.

3.4.2. **Refining our station footprint** - Using sophisticated modelling software and data, we will undertake a comprehensive review of our station footprint to identify those stations with low activity levels, high instances of false alarms and located where there is a high concentration of stations and where resources could be combined effectively. In a limited number of cases, stations may be proposed for closure or merger with a neighbouring station. Our decisions will always be planned and safe, will be based on data analysis and will always ensure the communities we serve do not see any decline in service levels.

3.4.3. **Reviewing our crewing models** - Data is showing us that our resources are not aligned to our incident profile. We can meet our obligations more effectively and efficiently through transformation. We have also seen the incredible importance of preventative work, but our current model means crews are in the wrong place at the wrong time to

do more in this area. We need to introduce more flexible crewing models, duty patterns and terms and conditions based upon analysis of risk and activity data. This would allow us to look at undertaking a planned and safe re-balancing of firefighter numbers, this being further enabled by the adoption of new firefighting technologies and vehicles. This will enhance our available 'tool kit', better aligning resource to need. We will achieve this re-balancing through the identified firefighter retirement profile meaning there will be no compulsory redundancies. This greater flexibility is vital to the strengthening of our RDS establishment. The ability to safely deploy crews in a more flexible way will enhance the safety in our rural communities by improving the ability of our crews to deploy.

3.4.4. New appliances, vehicles, equipment and techniques - As we transform to meet new and emerging risks within our communities we must ensure our firefighters have the most appropriate equipment for our wider range of needs. A new style of firefighting vehicle is being developed that could complement our fleet of traditional fire appliances – giving us more flexibility to meet local risks. These new emergency vehicles are already a proven resource deployed by fire and rescue services across the UK and around the world. They deliver significant capability in a more agile vehicle that will allow our firefighters to mobilise more effectively, carrying all the equipment necessary to meet local risks. These capabilities will be particularly relevant within our rural areas. We will add to our 'tool kit' with proven firefighting technologies such as Ultra High Pressure Lances that will allow us to deploy differently, deploy more safely and much more efficiently. The use of this equipment is also well proven worldwide. It can improve firefighter safety by reducing the need to commit crews wearing Breathing Apparatus (BA) and can reduce compartment temperatures faster and more effectively than traditional firefighting methods.

3.4.5. Modernising our retained duty system - The dedication of our retained firefighters is beyond challenge, but the model they are asked to work to is no longer fit for purpose. This puts communities at real risk with too many appliances being unavailable due to inflexible crewing models. To strengthen our RDS and to improve the safety of our rural communities, we are looking at a range of solutions to deliver a planned and safe series of improvements. These will include introducing the new vehicles and technology detailed above in certain locations to allow more flexible deployment. We will also appoint full time crew managers in key locations to enhance capabilities and provide the right level of support to our committed RDS crews. We will improve community resilience through the addition of defibrillators on appliances and enhanced EMR training for crews. Looking to the future, we will work to address the traditional recruitment and gender balance challenges through a new Cadet Scheme that will complement existing strategies.

3.5. Local Impact of Transformation

3.5.1. Work on transformation within the SFRS is at a very early stage and the impact this may have within the Clackmannanshire Area cannot be quantified at this time.


3.5.2. All potential changes will be considered individually but will only be introduced following extensive public engagement and consultation.

3.5.3. Transformation in the SFRS is being looked at as a national issue and Clackmannanshire is not under individual scrutiny in terms of implementing changes.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Roddie Keith	Clacks/Stirling LSO	01259724112

Approved by

NAME	DESIGNATION	SIGNATURE
Roddie Keith	Clacks/Stirling LSO	

Report to: **Scrutiny Committee**

Date of Meeting: **21 December 2017**

Subject: **Education Service Six Monthly update on Service Business Plan 2017/2018**

Report by: **Chief Education Officer**

1.0 Purpose

1.1 The purpose of this paper is to report to the Scrutiny Committee on 6 monthly progress across Education from April 2017 to the end of October 2017 in relation to the Education Service Business Plan 2017-2018. **(Background Paper)**

2.0 Recommendations

2.1 It is recommended that the Scrutiny Committee notes and agrees this progress report and provides comment and challenge as appropriate.

3.0 Considerations

This six monthly report is structured as follows:

- Summary of the Key Performance Indicators as set out in 2017-18 Business Plan (Appendix 1)
- Progress on the four strategic priorities (Appendix 2)
- Progress against the 15 Key Performance Indicators (Appendix 3)
- Update on key activity as set out in Action Plans (Appendix 4)
- Current Financial situation (Appendix 5)

3.1 Strategic Priorities

3.1.1 The Education Service Plan is focused on activity to drive improvement in the four strategic priority areas set out in the National Improvement Framework:

- Improvement in Attainment, in particular in literacy and numeracy
- Closing the Attainment Gap
- Improvement in Health and Well being
- Improvement in Employability Skills and Positive Destinations

3.1.2 These priorities are clearly aligned to corporate priorities in the Clackmannanshire Local Outcomes Improvement Plan 2017-2027, as well as the Clackmannanshire Children's Services Plan 2017- 2020.

3.2 Improvement, Planning and Monitoring

3.2.1 The Education Service has introduced a new approach to Improvement, Planning and Monitoring in line with the Clackmannanshire Improvement Model and the National Improvement Framework.

3.2.2 We now have a clear baseline against which to measure progress. Robust and consistent improvement planning and monitoring processes have been introduced across the Service. Detailed Action Plans are in place for all of the sixty eight actions set out in the Business Plan. These Actions are organised by the 6 Improvement Drivers set out in the National Improvement Framework (**School Leadership, Teacher Professionalism, Parental Engagement, Assessment of Children's Progress, School Improvement and Performance Information**). Clear milestones have been set, with a process of ongoing evaluation and risk monitoring established. Training has been undertaken to ensure that all relevant staff have a clear understanding of their role in improvement delivery.

3.2.3 The 15 Key Performance Indicators set out in the Business Plan are being used to gauge overall progress. Individual work plans, and team and Service plans are effectively linked to the overarching four priorities. School and Early Years planning is also aligned to the same set of priorities and action planning process.

3.2.4 All Education Services staff, along with key partners, were invited to the launch of the NIF Improvement Plan in September, where the Chief Education Officer provided clear direction, goals and priorities for all involved in Education Service delivery and improvement.

3.2.5 Now that the new arrangements have been put in place, there is an improvement cycle established of **Plan, Do, Study, Act** which is ensuring that

progress against the agreed priorities and targets is being closely monitored, evaluated, reviewed and revised as necessary.

4.0 Performance progress

4.1 Progress - Four Strategic Priorities

4.1.1 At this stage in the year, there is some progress in all four areas as outlined in Appendix 2. A full update on progress towards the four priorities will be provided at the end of the Reporting period after May 2018.

4.1.2 The Education Service will continue to closely monitor progress, benchmarking against comparator local authorities, and national data. The overall aim is for Clackmannanshire to be in line with the Scottish national average by 2020 in all four areas. The necessary year on year progress is indicated in the graphs at Appendix 2.

4.2 Progress - 15 Key Performance Indicators

4.2.1 Detailed progress against each of the 15 Key Performance Indicators is at Appendix 3.

4.3 Activity Plan update

4.3.1 An update on the key activity as set out in the Action Plans, by the 6 Drivers is at Appendix 4. This draws on the milestone activity, evaluative statements, and stakeholder engagement as inputted to the Council monitoring system, Pentana.

5.0 Sustainability Implications

5.1 The paper has no sustainability implications.

6.0 Resource Implications

6.1 The paper has no resource implications. The Current Financial Report is at Appendix 5.

7.0 Exempt Reports

7.1 Is the report exempt? Yes

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

(2) Council Policies (Please detail)

Not applicable

9.0 Equalities Impact

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

No

10.0 Legality

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

Yes

11.0 Appendices

Appendix 1 Summary of the Key Performance Indicators as set out in 2017-18 Business Plan

Appendix 2 Progress on the four strategic priorities

Appendix 3 Progress against the 15 Key Performance Indicators

Appendix 4 Update on detailed activity as set out in the Action Plans

Appendix 5 Current Financial situation

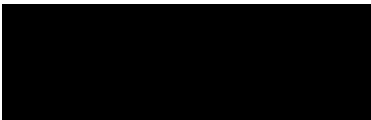

12.0 Background Papers

Education Service Business Plan 2016/2017

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Improving Outcomes Manager	2425

Approved by

NAME	DESIGNATION	SIGNATURE
Anne M Pearson	Chief Education Officer	
Elaine McPherson	Chief Executive	

Summary of the Key Performance Indicators as set out in 2017-18 Business Plan

MEASUREMENT OF KEY PERFORMANCE INDICATORS

OUR VISION, OBSESSIONS, PRIORITY OUTCOMES, ACTIONS & INDICATORS

Our vision for children in Clackmannanshire is that they leave education skilled and well prepared for life, work and future learning, with a bright, positive future ahead of them. As part of this vision we will work to minimise the effects of child poverty and raise attainment for all children.

Our theory of change and improvement in Clackmannanshire is based on working as a family, collaborating at cluster and local level and with partners, and by always putting children first, at the centre of everything we do.

We have a relentless focus on improving outcomes and of studying and evaluating what difference our actions are making to children's lives.

We have a robust planning methodology, used by all educational establishments and teams at the centre. This ensures that there is a clear rationale for each action with defined outcomes and a measurement plan for evidencing impact.

4 Priorities	What we will do to achieve these Priorities
Improvement in attainment, particularly in literacy and numeracy	Support children to be ready for learning Increase opportunities for teachers to collaborate and increase their professional capacity Empower and support school leaders Increase innovative and nurturing approaches to improve behaviour, attendance and achievement
Closing the attainment gap between the most and least disadvantaged children	Ensure barriers to learning are identified and addressed Help families and children who most need it Increase partnership working and support for most vulnerable/at risk children Improve planning and interventions for those with specific additional support needs
Improvement in children's and young people's health and wellbeing	Provide access to wellbeing support and advice in schools for those at risk and who most need it Provide easy access to sport and leisure activities, addressing any barriers to participation related to poverty or family circumstances Promote sexual health Minimise the misuse of drugs, alcohol & tobacco
Improvement in employability skills and sustained, positive school leaver destinations for all young people	Increase numbers in employment, education or training Improve partnership working with employers, families and communities Reduce youth offending behaviour Increase young people's participation, voice and influence

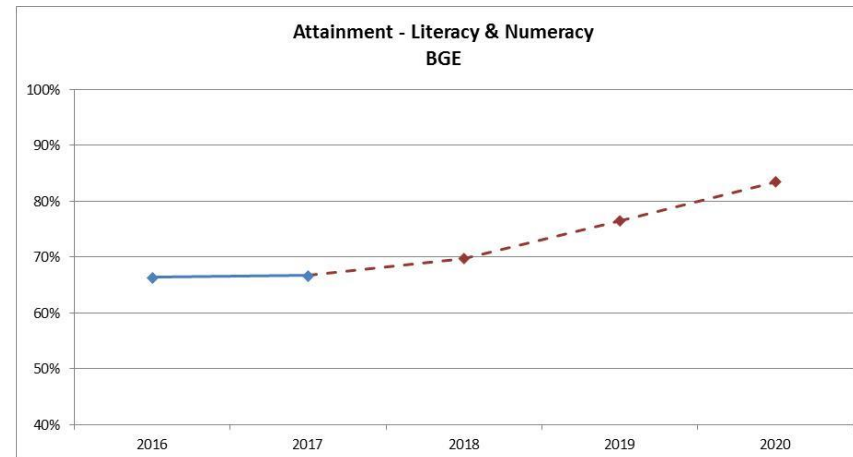
15 Key Performance Indicators (tracked by SIMD 1 & 2 and overall)

<p>% Children achieving Early Years milestones</p> <p>% Children achieving expected levels of CfE</p> <p>% Young people achieving at SCQF Levels in English and Maths</p> <p>No. of Awards achieved by young people by end of Senior Phase</p> <p>Attendance figures</p> <p>Exclusions figures</p> <p>Positive Destinations</p> <p>Inspection / VSE ratings for Early Years establishments, Schools and Services</p>	<p>No. of Children taking part in sport / physical activity out of school</p> <p>No. of C&YP volunteering at school and in the community</p> <p>Teenage pregnancy levels</p> <p>Rates of weekly drinking (aged 15)</p> <p>% of C&YP who report “enjoying being in school today”</p> <p>% of C&YP who agree with the statement “I enjoy my life”</p> <p>C&YP with conduct causing serious concern (Children’s Reporter)</p>
---	---

IMPROVEMENT IN ATTAINMENT

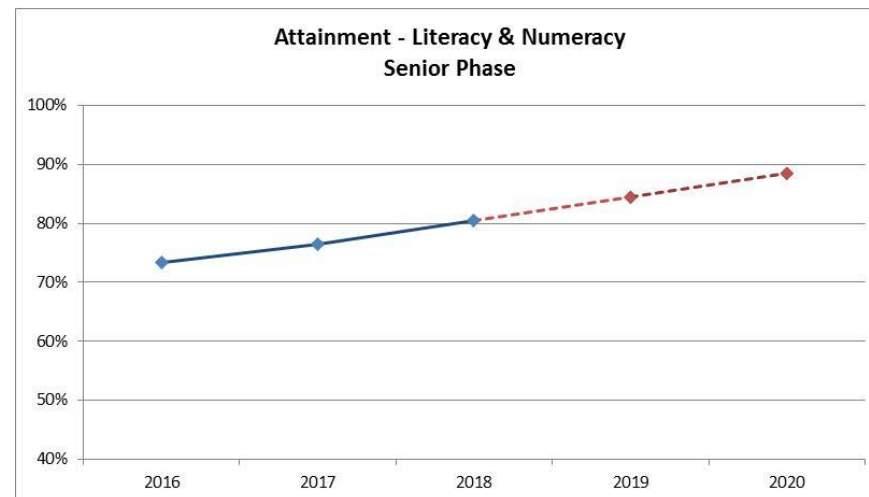
Strategic Priority: Improvement in attainment, particularly Literacy & Numeracy

Over the last two years the overall percentage of pupils achieving the CfE Level relevant to their stage in Literacy and Numeracy remained unchanged across the authority. Improvement in attainment for both literacy and numeracy is reported at S3 Level however a fall in attainment, particular at P4 & P7 stage is affecting the overall attainment figures.



At senior phase, the percentage of pupils achieving Level 4 & Level 5 Literacy & Numeracy has steadily increased with improvements at both levels across all three cohorts S4, S5 & S6.

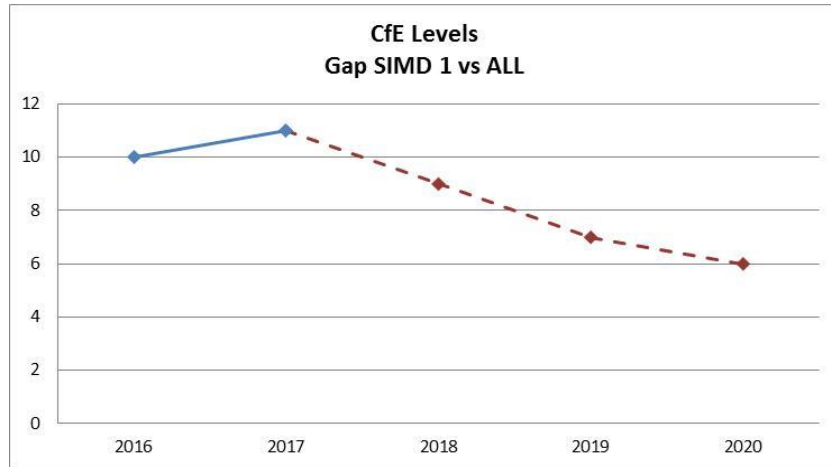
Given the focus on improvement, it is expected that by the year 2020, the attainment levels across Clackmannanshire will be **similar** to the Scottish average.



CLOSING THE ATTAINMENT GAP

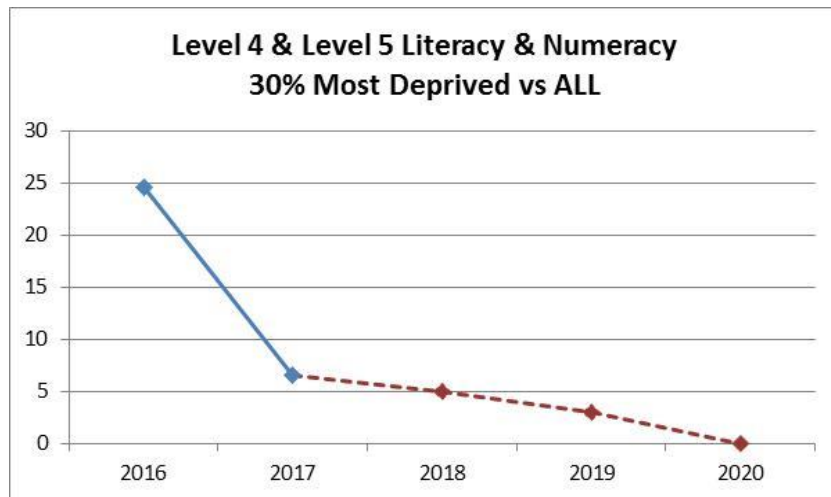
Strategic Priority: Closing the attainment gap between the most and least disadvantaged children

Overall there has been a slight increase in the attainment gap for BGE across the authority between our most and least disadvantaged pupils in 2017. However this gap reduced at the S3 stage for pupils achieving the CfE Level in Literacy, indicating an improvement in the attainment of this cohort of pupils.



At senior phase, the attainment gap has fallen between the most and least disadvantaged pupils achieving Level 4 & 5 Literacy and Numeracy across the authority.

This gap is expected to fall further with the focus on raising the attainment levels of our most disadvantaged pupils.

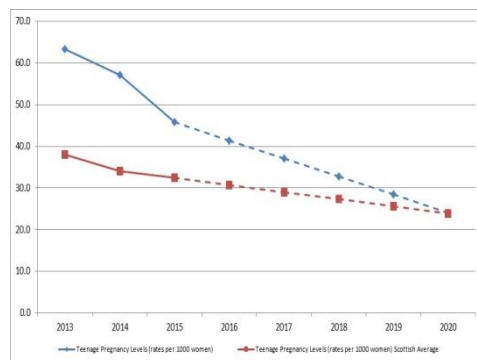


IMPROVEMENT IN HEALTH & WELLBEING

Strategic Priority: Improvement in children's and young people's health & wellbeing

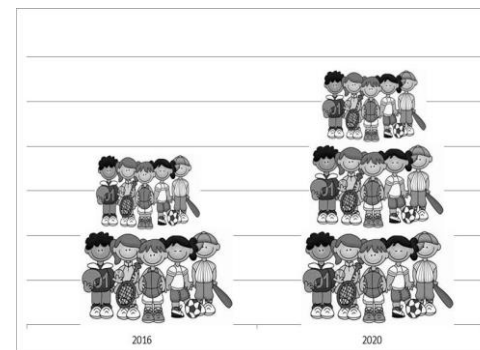
Teenage Pregnancy

The level of teenage pregnancies has fallen over the last three years. Partnership working with Education and Health & Social Care is expected to have a further impact on the rate of teenage pregnancies hence the number is expected to fall by 2020 and be on par with the Scottish average.



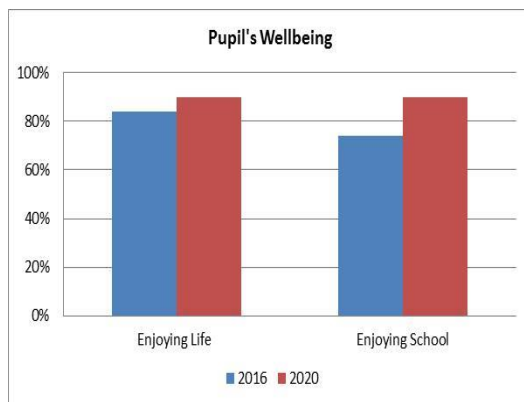
School pupils across Clackmannanshire are already meeting the statutory 2 hrs of physical education per week, as set by the Scottish Government. Sports Development provides a number of different sporting activities both in and out of school which is encouraging more children to become active in sport. By 2020 it is expected the number of children participating in sport will increase.

Participation in Sport



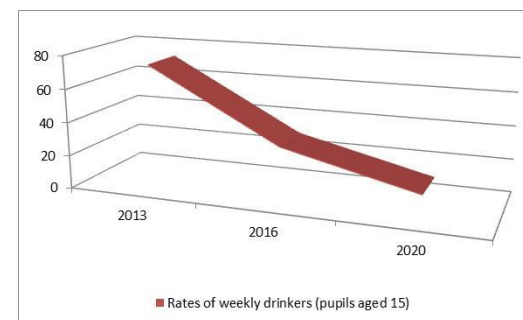
Wellbeing

School pupils were asked a series of questions as part of the Realigning Children Services Plan in 2016. School Reviews taking place in 2017/18, are asking pupils similar questions. Already there is improvement in the percentage of children who are enjoying life & school, and this is expected to rise as the school environment improves further.



In 2013, over 70% of 15 year old pupils from across Clackmannanshire admitted to drinking alcohol on a weekly basis; the national average was 12%. It is expected that this number will reduce due to more effective partnership working with Education, Health & Social Care and the Police.

Substance Abuse



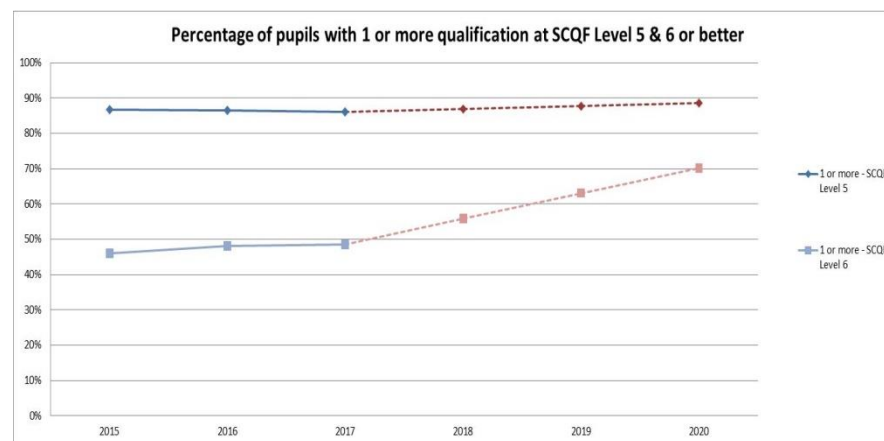
IMPROVEMENT IN EMPLOYABILITY & DESTINATIONS

Strategic Priority: Improvement in employability skills and sustained positive school leaver destinations

SCQF Levels include awards such as foundation apprenticeships as well as the traditional exam results.

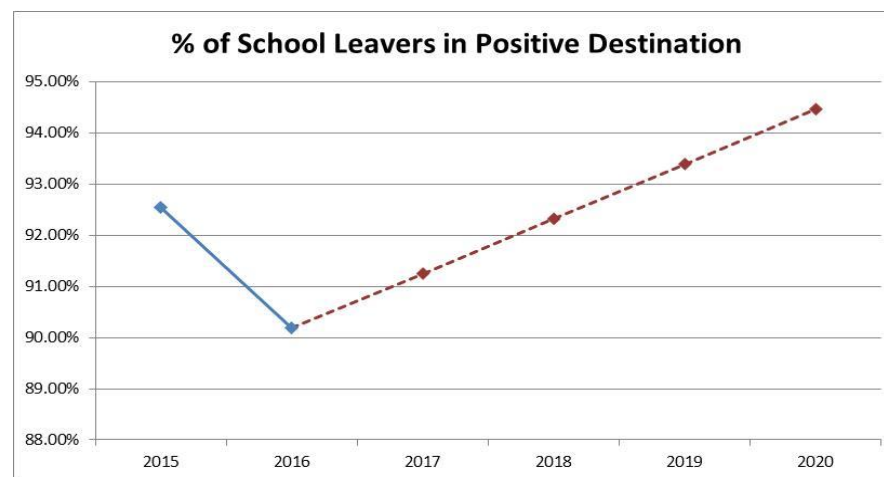
Across the authority, the percentage of pupils achieving one or more qualification at SCQF Level 5 over the last three years remained unchanged. The percentage of pupils achieving one or more qualifications at SCQF Level 6 however improved.

Given the focus on Increase in awards for senior phase, it is expected that the percentage of pupils achieving one of more of SCQF Levels 5 & 6 will increase and be on par with the National figure by 2020.



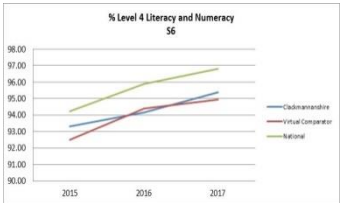
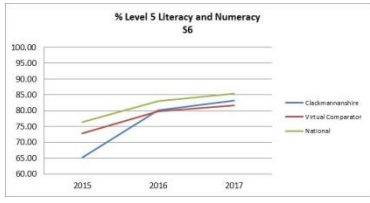
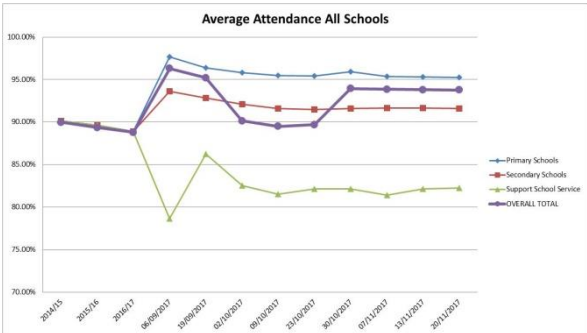
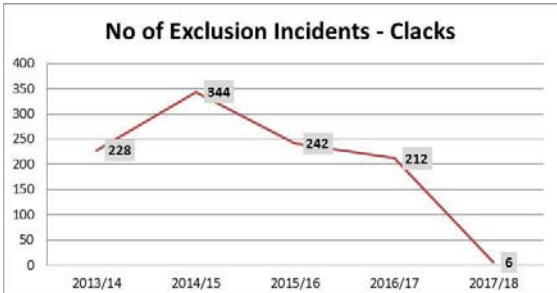
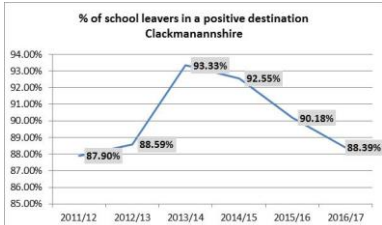
The percentage of pupils who leave school and enter a positive destination fell in 2016. Close scrutiny of school leavers on a fortnightly basis is resulting in an improvement in the percentage of school leavers now in a positive destination.

Given this focus it is expected that the percentage will improve and by 2020, be at similar levels to the Scottish average.



NIF Performance Indicators- Progress November 2017

Indicator	Progress																																																									
<p>% of children achieving Early Years Milestones</p>	<p><i>No data available yet</i></p>																																																									
<p>% of children achieving expected levels of Curriculum for Excellence (CfE)</p>	<div data-bbox="632 416 1362 842" data-label="Figure"> <p>CfE Levels - Clacks Average</p> <table border="1"> <thead> <tr> <th>Cohort</th> <th>Area</th> <th>2016 (%)</th> <th>2017 (%)</th> </tr> </thead> <tbody> <tr><td rowspan="4">P1</td><td>Literacy - Reading</td><td>85</td><td>82</td></tr> <tr><td>Literacy - Writing</td><td>80</td><td>78</td></tr> <tr><td>Literacy - Listening & Speaking</td><td>85</td><td>82</td></tr> <tr><td>Numeracy</td><td>85</td><td>82</td></tr> <tr><td rowspan="4">P4</td><td>Literacy - Reading</td><td>75</td><td>72</td></tr> <tr><td>Literacy - Writing</td><td>70</td><td>68</td></tr> <tr><td>Literacy - Listening & Speaking</td><td>75</td><td>72</td></tr> <tr><td>Numeracy</td><td>75</td><td>72</td></tr> <tr><td rowspan="4">P7</td><td>Literacy - Reading</td><td>70</td><td>68</td></tr> <tr><td>Literacy - Writing</td><td>65</td><td>62</td></tr> <tr><td>Literacy - Listening & Speaking</td><td>70</td><td>68</td></tr> <tr><td>Numeracy</td><td>70</td><td>68</td></tr> <tr><td rowspan="4">S3</td><td>Literacy - Reading</td><td>85</td><td>82</td></tr> <tr><td>Literacy - Writing</td><td>80</td><td>78</td></tr> <tr><td>Literacy - Listening & Speaking</td><td>85</td><td>82</td></tr> <tr><td>Numeracy</td><td>85</td><td>82</td></tr> </tbody> </table> </div> <ul style="list-style-type: none"> There is improvement in all four curricular areas with the P1 cohort in 2017 compared to the previous year With the older cohorts (P4 & P7) there is no improvement however within the S3 cohort there is improvement across all four curricular areas 		Cohort	Area	2016 (%)	2017 (%)	P1	Literacy - Reading	85	82	Literacy - Writing	80	78	Literacy - Listening & Speaking	85	82	Numeracy	85	82	P4	Literacy - Reading	75	72	Literacy - Writing	70	68	Literacy - Listening & Speaking	75	72	Numeracy	75	72	P7	Literacy - Reading	70	68	Literacy - Writing	65	62	Literacy - Listening & Speaking	70	68	Numeracy	70	68	S3	Literacy - Reading	85	82	Literacy - Writing	80	78	Literacy - Listening & Speaking	85	82	Numeracy	85	82
Cohort	Area	2016 (%)	2017 (%)																																																							
P1	Literacy - Reading	85	82																																																							
	Literacy - Writing	80	78																																																							
	Literacy - Listening & Speaking	85	82																																																							
	Numeracy	85	82																																																							
P4	Literacy - Reading	75	72																																																							
	Literacy - Writing	70	68																																																							
	Literacy - Listening & Speaking	75	72																																																							
	Numeracy	75	72																																																							
P7	Literacy - Reading	70	68																																																							
	Literacy - Writing	65	62																																																							
	Literacy - Listening & Speaking	70	68																																																							
	Numeracy	70	68																																																							
S3	Literacy - Reading	85	82																																																							
	Literacy - Writing	80	78																																																							
	Literacy - Listening & Speaking	85	82																																																							
	Numeracy	85	82																																																							
<p>% of Young People achieving at SCQF Levels in English and Maths</p>	<p>(pre-appeal)</p> <ul style="list-style-type: none"> There is improvement in the percentage of pupils achieving Level 4 & 5 Literacy & Numeracy in all three cohorts: S4, S5 & S6 in 2017 																																																									
	<p>(pre-appeal)</p> <p>S4 Cohort</p> <div data-bbox="632 1223 999 1442" data-label="Figure"> <p>% Level 4 Literacy and Numeracy S4</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Clackmannanshire</th> <th>Virtual Comparator</th> <th>National</th> </tr> </thead> <tbody> <tr><td>2015</td><td>78.00</td><td>76.00</td><td>82.00</td></tr> <tr><td>2016</td><td>80.00</td><td>77.00</td><td>83.00</td></tr> <tr><td>2017</td><td>81.00</td><td>79.00</td><td>84.00</td></tr> </tbody> </table> </div> <ul style="list-style-type: none"> Higher than 2016 & Virtual Comparator (VC) 	Year	Clackmannanshire	Virtual Comparator	National	2015	78.00	76.00	82.00	2016	80.00	77.00	83.00	2017	81.00	79.00	84.00	<div data-bbox="1121 1200 1489 1420" data-label="Figure"> <p>% Level 5 Literacy and Numeracy S4</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Clackmannanshire</th> <th>Virtual Comparator</th> <th>National</th> </tr> </thead> <tbody> <tr><td>2015</td><td>40.00</td><td>35.00</td><td>45.00</td></tr> <tr><td>2016</td><td>35.00</td><td>40.00</td><td>48.00</td></tr> <tr><td>2017</td><td>43.00</td><td>45.00</td><td>52.00</td></tr> </tbody> </table> </div> <ul style="list-style-type: none"> Higher than 2016 but lower than Virtual Comparator (VC) 	Year	Clackmannanshire	Virtual Comparator	National	2015	40.00	35.00	45.00	2016	35.00	40.00	48.00	2017	43.00	45.00	52.00																								
	Year	Clackmannanshire	Virtual Comparator	National																																																						
	2015	78.00	76.00	82.00																																																						
2016	80.00	77.00	83.00																																																							
2017	81.00	79.00	84.00																																																							
Year	Clackmannanshire	Virtual Comparator	National																																																							
2015	40.00	35.00	45.00																																																							
2016	35.00	40.00	48.00																																																							
2017	43.00	45.00	52.00																																																							
<p>S5 Cohort</p> <div data-bbox="632 1570 999 1789" data-label="Figure"> <p>% Level 4 Literacy and Numeracy S5</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Clackmannanshire</th> <th>Virtual Comparator</th> <th>National</th> </tr> </thead> <tbody> <tr><td>2015</td><td>86.00</td><td>84.00</td><td>90.00</td></tr> <tr><td>2016</td><td>88.00</td><td>87.00</td><td>91.00</td></tr> <tr><td>2017</td><td>89.00</td><td>88.00</td><td>92.00</td></tr> </tbody> </table> </div> <ul style="list-style-type: none"> Slightly higher than 2016 but lower than VC 	Year	Clackmannanshire	Virtual Comparator	National	2015	86.00	84.00	90.00	2016	88.00	87.00	91.00	2017	89.00	88.00	92.00	<div data-bbox="1121 1570 1489 1789" data-label="Figure"> <p>% Level 5 Literacy and Numeracy S5</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Clackmannanshire</th> <th>Virtual Comparator</th> <th>National</th> </tr> </thead> <tbody> <tr><td>2015</td><td>60.00</td><td>58.00</td><td>65.00</td></tr> <tr><td>2016</td><td>65.00</td><td>63.00</td><td>68.00</td></tr> <tr><td>2017</td><td>67.00</td><td>65.00</td><td>70.00</td></tr> </tbody> </table> </div> <ul style="list-style-type: none"> Higher than 2016 & Virtual Comparator (VC) 	Year	Clackmannanshire	Virtual Comparator	National	2015	60.00	58.00	65.00	2016	65.00	63.00	68.00	2017	67.00	65.00	70.00																									
Year	Clackmannanshire	Virtual Comparator	National																																																							
2015	86.00	84.00	90.00																																																							
2016	88.00	87.00	91.00																																																							
2017	89.00	88.00	92.00																																																							
Year	Clackmannanshire	Virtual Comparator	National																																																							
2015	60.00	58.00	65.00																																																							
2016	65.00	63.00	68.00																																																							
2017	67.00	65.00	70.00																																																							

	<p>S6 Cohort</p>  <ul style="list-style-type: none"> • Higher than 2016 & Virtual Comparator (VC) 	 <ul style="list-style-type: none"> • Higher than 2016 & Virtual Comparator (VC)
<p>No of Awards achieved by young people by end of Senior Phase</p>	<p>Not yet available</p>	
<p>Attendance Figures</p>	 <ul style="list-style-type: none"> • Attendance across all schools is improving with an average attendance of 93.77% (as of 20/11/2017); an increase of almost 5 percentage points on last years average (88.78%). 	
<p>Number of Exclusion Incidents</p>	 <ul style="list-style-type: none"> • Clackmanannshire Education Services introduced new Exclusion Protocol across the authority at the start of the academic year 2017/18. As a result the number of exclusions has fallen and remains low; at 6 incidents involving 6 pupils (as of 21/11/2017). 	
<p>% of school leavers in a positive destination</p>	<ul style="list-style-type: none"> • The percentage of school leavers from 2016/17 cohort is being closely monitored on a fortnightly basis. It is currently lower than the percentage for 2015/16 (90.18%) however with the update of Insight in February 2017, the figure released then will be the published figure and it is expected to be higher than the current percentage.  <ul style="list-style-type: none"> • The percentage of school leavers in positive destination as of 21/11/2017 is 88.39% 	

	<ul style="list-style-type: none"> The Scottish Government introduced another measure for school leavers and their destinations. This is known as the 'Participation Measure' and represents 16-19 year old's journey for the full year after they leave school. The higher the Participation Measure, the more the person has achieved a positive destination Clackmannanshire's Participation Measure in 2017 was 89.7%, lower than the national average but higher than in 2016 where it was 88.2%
Inspection/Validated Self Evaluation ratings for Early Years establishments, Schools & Services	<ul style="list-style-type: none"> A NIF Data Gathering Exercise on School Quality Indicators took place across the authority in October 2017. Three Quality Indicators were measured <ul style="list-style-type: none"> QI 1.3 Leadership of Change: 16 schools measured 'GOOD' with only one school measuring 'WEAK' QI 2.3 Learning, Teaching & Assessment: 13 schools measured 'GOOD' with one school measuring 'VERY GOOD' and one school measuring 'WEAK' QI 3.2 Raising Attainment & Achievement – this measure had the poorest results with 11 schools achieving 'SATISFACTORY' and 4 schools achieving 'WEAK' Of the schools that have been recently inspected by HMIE (over the last year), 75% were rated "GOOD" or above (with one school rated as 'SATISFACTORY') Inspections carried out by the Care Inspectorate on nurseries run by Clackmannanshire Council have rated almost all of them as 'VERY GOOD', with Menstrie and Sauchie Nurseries rated as 'EXCELLENT' in three out of the four categories
Number of children taking part in sport / physical activity out of school	Not yet available
Number of Children & Young People (C&YP) volunteering at school and in the community	Not yet available
Teenage Pregnancy Levels (rates per 1000 women)	<ul style="list-style-type: none"> The rate of teenage pregnancies in the Clackmananshire Council area is 45.8 per 1000 women, a fall on the last three years (2013-2015) – latest data The rate of teenage pregnancies is still higher than the Scottish average (32.4 per 1000 women) and the second highest in Scotland (Dundee City – highest)
Rates of weekly drinkers(pupils aged 15)	<ul style="list-style-type: none"> Most recent SALSUS data (2013) reports 14.2% of 15 year old pupils drinking in the NHS Forth Valley area on a weekly basis; higher than the national average of 11.6%
% of Children & Young People who report "enjoying being in school today"	<ul style="list-style-type: none"> 68% of pupils agreed with the statement "I am happy with what I get to do and study at school" in a recent Realigning Children's Services Survey Local School inspections are currently being carried out across the authority where three questions are relevant to this indicator The results so far are <ul style="list-style-type: none"> "I enjoy learning at school" – 70% agree "I feel safe in my school" – 75% agree "I am encouraged by staff to do the best I can" – 73% agree These initial results are showing there is improvement in the enjoyment of young people in our schools
% of Children & Young People who agree with the statement "I enjoy my life"	<ul style="list-style-type: none"> 84% of pupils agreed with the statement "Do you feel you have a good life?" in a recent Realigning Children's Services Survey Local School inspections are currently being carried out across the authority where two questions are relevant to this indicator The results so far are <ul style="list-style-type: none"> "I enjoy my life" – 74% agree "My school is helping me to become more confident" – 72% agree According to these <i>initial results</i> a smaller percentage of pupils are 'enjoying life'; this will be monitored as more results are collated

Number of young people reported to Scottish Children's Reporter who" his/her conduct has had or is likely to have a serious adverse effect on the health, safety or development of him/her or another person"

- In 2016/17, **18** young people were reported to the Scottish Reporter for the conduct identified in the indicator
- This is a **fall** on the previous year where it was 21 although in 2014/15 there were 16 young people reported
- The new School Exclusion Protocol across Clackmannanshire ensures appropriate partnership engagement with pupils whose conduct is causing concern in the school

Update on key activity as set out in the Action Plans

Activity Plan Update

1.0 Progress: School Improvement

1.1 Recruitment and Selection

1.1.1 Using the revised Recruitment processes and Assessment Centres, new appointments were made for Headteachers at Strathdevon, Craigbank, and Sunnyside PS, and Alloa Academy; Depute Head Teachers at Strathdevon, Craigbank, and Deerpark; and Early Years Manager for Sauchie Nursery. Class observation is now an essential element of teacher recruitment up to and including Principal Teacher.

1.2 Readiness for Learning – R4L

1.2.1 On 14th November 2017, the Education Service in Clackmannanshire welcomed the Minister for Mental Health to Park Primary School in Alloa to launch the Education Service's new 'Readiness for Learning (R4L)' approach.

1.2.3 The approach has been developed by Clackmannanshire's Educational Psychology Service who used Scottish Attainment Challenge funding to train in the Neurosequential Model in Education (NME). NME uses knowledge about how a child's brain develops to help design interventions to support children to manage their behaviour and improve their readiness for learning.

1.3 School Reviews

1.3.1 From August 2017 a new quality assurance review process is being implemented. Every establishment will have a review in session 2017/2018. The reviews will be based on the establishment's own self evaluation.

1.3.2 The review teams gather views from parents, partners and young people throughout the process. Classroom observations of learning and teaching take place. The process aims to identify specific areas for improvement and highlight good practice that can be shared across the cluster, authority and region.

1.3.3 To date, seven schools have been reviewed – Alva, Redwell, Clackmannan, Sunnyside, Muckhart, Coalsnaughton and Abercromby Primary Schools. Remaining schools are scheduled for review from January to June 2018, as well as Alloa Academy. An all members briefing will take place in December 2017 to share the findings of the Review process so far.

1.4 Early Learning and Childcare 1140 hours expansion

- 1.4.1 In August / September a survey was conducted through the Clackmannanshire Council website consultations hub to ask parents / carers for their views on the 1140 expansion. The findings from this survey informed the draft action plan for the expansion.
- 1.4.2 The first draft of the expansion plan was submitted to Scottish Government on the 29th of September 2017 and to the Council in the committee report on the 9th of November. This plan was drafted in consultation with parents, carers and staff.
- 1.4.3 The service is now working on the next draft in the light of comments received from the Scottish Government and Elected Members.
- 1.4.4 During the October holidays, a small but successful pilot ran in Sauchie Nursery, where a few extra childcare sessions were offered to help parents access additional provision over the holiday period. A similar pilot will run during the Easter holidays.

1.5 Inspections of Schools

- 1.5.1 Since April 2017, the outcomes of school inspections were as follows:

1.5.2 June 2017, HMIE inspection of Tillicoultry Primary School and nursery class

The school received an evaluation of 'Good' for all of the quality indicators relating to the primary school and nursery class.

The inspection team found the following strengths in the school's work:

- The headteacher's effective approach to school improvement which has been successful in fostering a team approach to securing positive outcomes for children.
 - Very well-behaved children who are motivated in their learning as a result of the positive relationships with children fostered by staff.
 - The impact on children from the staff focus on improving the health and well-being of children across the school and nursery.
 - Personalised achievement opportunities provided by the school and nursery which are extending children's skills.
- 1.5.3 The inspection team identified a small number of areas for improvement to be taken forward by the head teacher:
- To ensure the remits of all promoted staff are suitably challenging and focus on raising attainment.

- Develop clearer, simpler approaches to assessment that are consistent across the school.
- Share good practice in learning and teaching to help ensure a consistent learning experience for all children across the school.
- Continue to raise attainment and as part of this review the arrangements for setting children.

1.5.4 **August 2017, HMIE inspection of Fishcross Primary School**

The school received an evaluation of 'Satisfactory' for each of the quality indicators relating to the primary school.

The inspection team found the following strengths in the school's work:

- Relationships between staff and children are strong. Staff know the children and their families very well. Staff are responsive to and provide a high level of care for the children.
- The children are happy and enjoy attending Fishcross Primary School.
- The school is well supported by parents and partners.

1.5.5 The inspection team identified a small number of areas for improvement to be taken forward by the head teacher:

- Improve leadership at all levels and develop more rigorous approaches to increase positive impact from self-evaluation on raising attainment and achievement in literacy and numeracy including all stakeholders effectively in the process.
- Build on the positive relationships with parents and further develop parental engagement in their children's learning and improving whole school approaches for learning, teaching and assessment.
- Further develop children's confidence, independence and involvement in their learning. Develop the children's skills to be able to talk confidently about their learning, the progress they are making and what they need to do to further improve.

1.5.6 The outcome of Early Learning and Childcare Inspections were as follows:

- May 2017 - ABC Nursery - Care and Support and Environment inspected - both Very Good
- June 2017- Menstrie NC - Care and support and environment inspected- both Excellent

- September 2017- Clackmannan NC , Care and Support and environment inspected- both Very Good

1.6 Improvements to School Estate

1.6.1 Alva Primary School – Nursery Refurbishment

Prior to work beginning on the nursery, the agreed design concept was discussed with the Care Commission prior to agreeing the final design. The Parent Council was kept informed throughout this process. Work on the nursery started in June 2017 and was completed by the end of August 2017.

1.6.2 Clackmannan Primary School – Refurbishment

1.6.3 Work was planned in several phases, some of which are now complete. Early level classrooms and the first floor classroom upgrades are now complete and the classrooms are back in use by pupils.

1.6.4 Nursery design layouts have been completed, with tenders being prepared with work to be scheduled to start in January 2018 with completion date in August 2018.

1.6.5 Tullibody South Campus

1.6.6 Plans for the Tullibody South Campus are progressing well. The campus will incorporate a newly built Abercromby Primary School, the nursery and a relocated St Bernadette’s RC Primary School.

1.6.7 The outline design for this £15 million investment has been approved by Councillors after a series of workshops with staff from both schools and the nursery. Meetings have also been held with both Abercromby and St Bernadette’s Parent Councils and as part of the pre-planning application, views were sought from all stakeholders about the design and layout. The local community had an opportunity to view the plans and find out more about the traffic management and the school travel plans at an information meeting.

1.6.8 Visits to other shared campuses in areas including Fife, Perth and Stirling have taken place, giving an opportunity for questions to be answered and ideas to be added to the design brief.

1.6.9 The design ensures that St Bernadette’s RC PS, Abercromby PS and the nursery will continue to exist as separate entities within the campus, each having their own staff, management teams, budgets, ethos and visions. They will share facilities such as outdoor learning space, toilets, meeting rooms, games hall and dining facilities.

- 1.6.10 The nursery will enable provision of 1140 hours of early learning and childcare to be delivered in August 2019 ahead of the Scottish Government implementation date in 2020.
- 1.6.11 The full planning application will be submitted later this year and will be considered by the Council's Planning Committee. If planning permission is granted then it is intended that work on site will begin in May 2018 and that the school will be ready to be occupied in August 2019.

2.0 Progress: School Leadership

2.1 Leadership Development

- 2.1.1 Currently a full Career Long Professional Learning (CLPL) programme for 2017-20 and this is being delivered to practitioners.
- 2.1.2 From January 2018, the CLPL programme will be reviewed and adapted to take account of changing priorities and national developments. This review will additionally ensure that there is a CLPL programme for support staff in schools.
- 2.1.3 A mentor will be identified for all new and acting headteachers – most are already in place. Improving Outcomes Managers also provide support to new head teachers through regular support and challenge visits to the school.
- 2.1.4 A number of practitioners are currently undertaking masters level modules in conjunction with Stirling University and Strathclyde University. We have one secondary Depute Headteacher who is doing the Into Headship programme with Scottish College for Educational Leadership (SCEL). We have two primary Headteachers who are undertaking the In Headship programme and two Headteachers undertaking Excellence in Headship Programmes.

2.2 Developing the Curriculum

- 2.2.1 Education Scotland has delivered a session to all primary and secondary Headteachers and Depute Headteachers on developing their Curriculum Rationale. Headteachers now have a better understanding of the need for a Curriculum Rationale that outlines a shared understanding and purpose and ensures progression, consistent learning and teaching leading to improved outcomes for pupils.

2.3 Attendance and Exclusions Improvements

- 2.3.1 The aim of this action is to update the Building Positive Relationships guidance for establishments to improve Positive Behaviour and Attendance and reduce exclusions. A new protocol of tracking and monitoring has been implemented to record the impact of interventions and ensure that all options for the child, to prevent them being excluded, have been explored and the relevant support is in place.
- 2.3.2 Attendance and Exclusions are being monitored by the Improving Outcomes Managers and support and challenge is being provided to schools and Headteachers.
- 2.3.3 As part of this work the Clackmannanshire Anti-bullying policy will also be updated to take account of new national anti-bullying guidance. Work to refresh the policy will be supported by Respectme, Scotland's anti-bullying charity.

3.0 Progress: Teacher Professionalism

3.1 Professional Review and Development

- 3.1.1 Revised systems and processes for Professional Review and Development for all staff are being introduced. The new arrangements have been used for all Headteachers and Heads of Establishments, and will now be rolled out to middle management, and then all teachers as well as Centre Staff.

3.2 Early Learning and Childcare Academy

- 3.2.1 Eight trainee Early Years staff have been recruited. They are being supported through the Early Learning and Childcare Academy. They are based in a nursery with a half day a week input from Early Years staff on the underpinning knowledge on early learning and childcare. They are additionally supported by four assessors and they each have a mentor.

3.3 Increased School Collaboration

- 3.3.1 Improving Outcomes Managers, in discussion with Headteachers, are identifying areas where schools would like to collaborate with a view to identifying 'partner schools or departments'. The Improving Outcomes Managers are implementing a 'matching process' depending on the topic(s) identified to ensure that schools with similar profiles are working together on e.g. raising attainment. Schools may be matched to schools either within Clackmannanshire, within the Forth Valley and West Lothian Regional Collaborative or to any other school in any local authority in Scotland.
- 3.3.2 Redwell, Park and Coalsnaughton Primary Schools have already been matched, with help from the University of Strathclyde, with schools in Renfrewshire to look at Literacy Attainment.

3.4 Getting it Right – Child Protection

- 3.4.1 Clackmannanshire Council Education Service has developed new plans to deliver single service Child Protection training to all school based staff. This training is delivered at different levels to reflect staff roles.
- 3.4.2 Along with the Lead Officer Child Protection (Clackmannanshire & Stirling) and colleagues in Children’s Services (Social Work), NHS, Police Scotland and the third sector we are working to develop and deliver multi-agency training in line with Forth Valley Child Protection Committee recommendations.
- 3.5 Intensive Level Training has been offered to SMT in Clackmannanshire establishments. To date 53 senior staff have been trained with a follow up session in February for those who were unable to attend and new starts.

4.0 Progress: Parental Engagement

4.1 Parent Councils and Parent Council Forum

- 4.1.1 Termly meetings take place between the Senior Management Team (SMT) and all Parent Councils – the Clackmannanshire Parent Council Forum. These have provided the opportunity to hear directly from parents about the issues that are relevant to them and their school, as well as for the SMT to share their planning and progress going forward.
- 4.1.2 Items for discussion have included: the Business Plan, Early Years Expansion, School Improvement, Exclusions, Pupil Equity Fund and the Scottish Attainment Challenge.

4.2 Parental Engagement Strategy

- 4.2.1 A new Parental Engagement Strategy is being developed, working closely with Parent Councils and parents to ensure their views are considered at every stage of strategy development.

4.3 Parenting Programmes

- 4.3.1 Most nurseries now have one trained practitioner to deliver Parents Early Education Partnership (PEEP) groups. The training equips practitioners working with families to :
 - support the home learning environment and enhance school-readiness, through talking and play in everyday life - contributing to children's outcomes and parents' knowledge and confidence
 - explore and effectively deliver the essential elements of the PEEP Learning Programme

- understand how to use the programme flexibly in universal and/or targeted delivery
 - gain PEEP City & Guilds unit accreditation in working with parents and children together (at level 3).
- 4.3.2 There is also one Incredible Years Parenting Group and one Triple P Positive Parenting Programme Groups currently running. These are targeted parenting interventions which have been shown to help provide effective interventions to help the majority of parents who have young children with elevated levels of behaviour problems.

4.4 Family Learning

- 4.4.1 The Clackmannanshire Café (CCafe) is a project, funded by the Scottish Attainment Challenge, which aims to provide an informal setting for parents to access help and support for their children and families. The project is delivered jointly between Action for Children and Education Community Learning and Development.
- 4.4.2 The project will be rolled out in Coalsnaughton Primary (group has started), Alloa Academy (group started in October) and there are also plans to establish a CCafe group at Abercromby Primary (group will start in November 2017).

4.5 Parental Involvement and Community Project – Hillfoots Cluster

- 4.5.1 This project is being implemented in partnership with Strathclyde University, and funded by the Scottish Attainment Challenge. The Strathclyde University researcher has met with school management teams, parents and volunteers at each of the Hillfoots Cluster schools to scope out what their development and support needs are to improve Parental and Community involvement in the school. These fall broadly into three headings and interventions in the form of training, coaching and presentations of alternative ideas, are currently being planned for each school to be delivered by the researcher and Improving Outcomes Engagement Officer.
- Volunteering - some schools would like to increase the number of volunteers they have, overcome barriers e.g. PVG checks, and better support the volunteers they currently have.
 - Parent Councils and Community Engagement - training and information is required for Parent Councils to clarify their roles and responsibilities, particularly around engaging locally with parents, pupils and the wider local community.
 - Communication - most schools identified a need to improve their communication with and the Parent Council's communication with parents, pupils and the wider local community including investigating improvements in how they use social media.

4.6 Families with children with Additional Support Needs - a new model of support

4.6.1 A Parent reference group is being established to look at how support and collaboration with families of children with ASN can be improved.

4.6.2 The Group will involve practitioners involved with families in i.e. Child and Adolescent Mental Health Services, Speech and Language Therapy Play Alloa, Social Work, Enquire, Resolve, Family Centre, Community Learning and Development - and these teams / organisations will be invited to future meetings.

5.0 Progress: Assessment of Children's Progress

5.1 Educational Psychology Service – Data-Led Service Delivery Model

5.1.1 The Educational Psychology Service has continued to support all schools across the authority with professional development, assessment, intervention and research. There has been focus on designing a new service delivery model. The Service Delivery Model was revised over the summer to ensure equity of access to the service. All processes and documentation were refreshed and made easier to use.

5.1.2 An increased number of consultations for children and young people with health and wellbeing /social and emotional difficulties has taken place. The majority of the casework for the Educational Psychology Service is to support pupils' continued successful placement in mainstream schools. The team support a significant number of Looked After Children in Out of Area placements in partnership with Social Services.

5.1.3 A new Data Tracking spreadsheet has been created to better monitor out of authority placements and address improved outcomes for children and young people.

5.2 E-learning journals in Early Years settings

5.2.1 A new approach to tracking children's progress in early years has been introduced. This supports information sharing with parents as well as transition to Primary 1. New electronic systems have enabled the introduction of e-learning journals in all early learning and childcare establishments from the start of school session in August 2017. Despite some connectivity issues, the nursery staff have embraced the use of the new e-learning journals. Work is ongoing to share them with parents and early feedback has been very positive with parents saying that they like having this enhanced view of their child's learning.

5.3 Education Community Learning and Development (CLD)

5.3.1 The CLD Team have undertaken a thorough self-evaluation and improvement planning process in recent months to ensure that all their work streams are fully aligned to the Service priorities and Local Outcomes Improvement Planning. Education Scotland provided support for the self-evaluation exercise, including working with stakeholders and partners to redefine the offer of CLD for maximum impact and greatest need. They continue to deliver a range of programmes in the local community and in schools. These include:

- accredited awards programmes for young learners
- supporting vulnerable young people through their education
- Activity Agreements to support young people leaving school into further education, training or employment
- supporting young people in the Scottish Youth Parliament elections
- English Speaking for other Languages (ESOL) classes for the Syrian refugee integration programme.
- Adult Learning in Literacy and Numeracy
- Targeted Youth and Family Work through SAC
- Targeted street work

5.3.2 CLD Plan

A new Community Learning and Development Plan for 2018-2021 is being developed in line with the new CLD Strategic Guidance. The responsibility for this will sit within the Community Health Wellbeing Safety Partnership (CWSP). It is expected that a draft plan will be ready for presentation to the Alliance in March 2018 along with the CWSP Action Plan

5.3.4 The Service is currently carrying out a mapping exercise to identify community assets and community based groups. A consultation process will take place with community groups January - March.

5.4 Sports Development

5.4.1 As part of the Health and Wellbeing strategy the Sports Development Service has continued to work with partners to ensure quality provision of programmes, lessons, competitions and coach education within Physical Education, Physical Activity and Sport for children, young people and adults across Clackmannanshire. The key strands of work underway are:

- creating a working group with key partners to develop a 3 to 18 years Physical Education , Physical Activity, School Sport strategy, of which one target has been to support all primary and secondary

schools to achieve SportsScotland's School Sport Award at GOLD level

- creation of a strategic working group to design a framework for Sport and Active Living in Clackmannanshire facilitated by SportsScotland, a wide variety of services from across the Council are involved in this process
- continue to encourage more young people to become physically active within curricular and extra curricular sport by the introduction of new initiatives e.g. Soft Archery, Netball, etc.
- enhancing the Developing Young Workforce agenda by increasing leadership opportunities for young people
- delivery of a comprehensive school holiday programme
- continue to support the Council's Healthier Working Lives initiative.

5.5 Scottish Attainment Challenge

5.5.1 Leadership of Learning

- Four skilled Principal Teachers, who have a strong knowledge base and track record in leading learning and raising attainment, have been appointed and will join the Attainment Challenge Team in January 2018.
- A Masters Module-Health and Wellbeing: Policy, Practice and Pedagogy from Strathclyde University is underway with 9 staff to build capacity and leadership. Candidates will graduate in February 2018 and lead learning in health and wellbeing across the authority.
- Tapestry Partnership are currently delivering a programme: 'Leading Learning in Schools' for 22 teachers. 'This is an 18 month programme and has been funded by the Authority and will improve leadership capacity.
- Engagement with Strathclyde University, Stirling University and St Andrews University is continuing to support and deliver collaborative action research and strengthening leadership programmes.
- A comprehensive CLPL Calendar of activity and events ensures that practitioners have access to quality assured and moderated programmes. This has been well attended and evaluated.

5.5.2 Literacy and Numeracy

- NHS Speech and Language Therapists have established an asset based approach in targeted nurseries/schools providing earlier identification of children with speech, language and communication needs.

- Formal training is underway, with the Introduction to Speech and Language Therapy modules 1 and 2 delivered in all Group 1 schools, modules on the practical, evidence-based interventions delivered in two of the schools so far and dates for all other training modules are planned for the remainder of the academic year
- Initial discussions have taken place with regards to engaging parents, with key opportunities identified in each school for increased Speech and Language Therapy presence, e.g. parent's evenings and other planned events.

6.0 Progress: Performance Information

- 6.1 In line with the Service Goal, Performance and Planning has focused on establishing a clear, evidence-based baseline for ongoing improvement. The new Improvement Analyst is providing data literacy support and training to all Education Service Staff and to schools. This is improving the understanding and confidence in using evidence and data to inform improvement activity.
- 6.2 A review of all service delivery plans and establishment plans has been undertaken to bring them in line with the National Improvement Framework priorities and improvement planning approaches. Actions under each of the six key drivers for improvement have been identified going forward to 2017/18 and more robust monitoring and reporting procedures put in place.
- 6.3 A culture of looking outwards and collaborating with other schools and local authorities, Education Scotland/Scottish Government has been established to ensure that the Service learns from the best policy/practice internationally and nationally. This will promote innovative evidence-based improvement.

6.4 Improving Communication

- 6.4.1 A draft Communications Plan for the service has been developed, referencing but not duplicating existing Clackmannanshire policies, strategies and national legislation and guidelines. This Plan aims to ensure a consistent approach to the messages communicated to stakeholders from all educational establishments and teams and ensure a common awareness of communication methods, appropriate and timely usage and inform all educators and partners of the existing communication routes that can be used to engage with our wide range of stakeholders. Consultation on the contents of the Plan with school and centre colleagues, parents, pupils and partners will follow.

6.5 Research and Evaluation Framework

- 6.5.1 The Research and Evaluation framework has been completed and Collaborative Action Research guidance has been developed and issued to schools.
- 6.5.2 Work is underway to plan for the first Research and Evaluation Seminar in December 2017. This will involve the academic institutions who are supporting Clackmannanshire with their improvement agenda, ensuring that all evidence and data is triangulated and evaluated. The seminar will see the academics sharing their findings so far on the projects they have been working on with the local authority. A further meeting will be planned for March 2018 to ensure a continued joined up approach to research and evaluation, and that future improvement is strongly underpinned by robust evidence.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31 st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Education	£47.514	£0.214m	0.45%	(£0.182m)	£0.396m
<p>Education has had a net budget increase of £0.509m due to restructure adjustments, allocation of corporate savings, drawdown on grants, demand pressures and Earmarked Reserves. Education is forecasting an overspend of £0.214m in comparison to the previously reported underspend of (£0.182m). This is summarised as follows:</p> <p>Early Years Devolved, Primary Devolved, Additional Support Needs (ASN) Devolved and Secondary Devolved are forecast on budget as any under or overspends are carried forward to the next financial year for the respective establishments. ASN Devolved was previously forecasted to be £0.057m over budget due to expected unachieved savings. These savings are now forecasted to be achieved and this area is forecasted on budget in line with other devolved budgets.</p> <p>Business Management is forecasting to overspend by £0.081m, of which £0.068m relates to an unachievable saving relating to staffing. There are also small overspends within the area totalling £0.013m. The movement of £0.075m relates to the unachievable staff saving and small overspends relating to Parent Council and non staffing costs.</p> <p>Early Years Non Devolved is forecasted to overspend by £0.259m, of which £0.203m relates to staffing and supply cover and a £0.033m facilities management charge for Kidzone Out of School Care use of Redwell Primary. The movement of (£0.125m) relates to a shortfall in Out of School Income of £0.047m offset by an updated forecast on staffing and other small variances.</p> <p>Secondary Non Devolved is forecasting to underspend by (£0.235m) due to an underspend within supply cover. The movement of £0.079m relates to budget realignments splitting Supply budget between Primary and Secondary totalling £0.071m and small overspends totalling £0.008m.</p> <p>ASN Non Devolved is forecasting to overspend by £0.292m. This consists of £0.140m for school transport for children with additional support needs and staffing net overspends totalling £0.117m. There is an overspend of £0.021m relating to purchase of equipment for schools and £0.014m for additional speech and language therapy costs.</p> <p>Primary Non Devolved is forecasted to underspend by (£0.101m). This is in relation to underspends of (£0.108m) for Reduced Class Contact Time (RCCT) staffing offset by overspend of £0.008m on probationers and Assistance to Pupil Transport. The movement of (£0.313m) is due to a budget realignment of £0.351m which includes splitting the supply budget between Primary and Secondary, Health and Wellbeing underspend of (£0.042m) being allocated against 17/18 approved savings and small overspends totalling £0.004m. School budgets will be revised for the next forecast, based on the September census. This will influence the projected outturn on the teachers flexibility budget, including the £0.605m one year cash saving.</p> <p>Sports Development, Sports Primary, School Crossing Patrols and Educational Psychology are projecting to underspend by a total of (£0.014m) due to small</p>					

underspends within their respective areas. The movement of £0.076m mainly relates to an overspend within Sports Primary on PE teachers of £0.031m plus £0.022m income shortfall within Sports Development. There are additional small net overspends totalling £0.023.

Youth Services is forecasting to underspend by (£0.034m) of which (£0.047m) relates to overachievement in income, offset by £0.013m various small overspends.

Adult Services are currently projected on budget.

Schools PPP is reporting an underspend of (£0.035m) Movement is due to review of updated estimated deductions.

Education Service is currently looking to reduce the projected overspend.

Service	Annual Budget 2017/18	Projected Over/(underspend) at 31 st March 2018	Variance to Budget %	Previous reported over/(under) spend June	Movement
Housing	£6.292m	(£0.028m)	0.45%	(£0.284m)	£0.256m

The revised Service budget is now £6.292m, taking account of reconciliation activity of the FM service to Housing, a reduction of £0.806m from the previous reported budget. The Housing, Property & Revenue Service are currently projecting a total spend of £6.264m, resulting in an underspend of (£0.028m).

There are two main drivers for this budget position:-

Public building costs and maintenance is forecasting to be overspent by £0.450m (this includes the school estate, CAPs and leisure buildings). The £0.450m includes an unfunded demand pressure of £0.129m to account for the rates revaluation and increase in the rate poundage. Previous budget and policy decisions to focus repairs on wind & water tight only on public has resulted in additional expenditure on catch up repairs this financial year estimated at an additional £0.219m. These two factors along with unachievable savings for depots and alarms of £0.102m, makes up the overall projected overspend in this area of £0.450m.

These overspends are partially offset with staff savings of (£0.413m). This has been a result of the service having a greater number of Voluntary Redundancy acceptances than anticipated, equating to a further 8% reduction in the staffing budget. The remainder is as a result of a planned management of vacancies in line with the service developing proposals for the Revenues structure which was reported to the Scrutiny committee in August. This follows completion of the movement of the current tenant rent management to the Housing patch teams.

Also contributing to the outturn is additional income of £0.040m from the DWP to assist with the additional work required in managing and assisting the DWP with Universal Credit applicants which is currently undertaken by existing staff.

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 21st December 2017

**Subject: Social Services Performance Report April 2017 –
September 2017**

Report by: Head of Social Services

1.0 Purpose

- 1.1. This report outlines the Social Services performance in the first two quarters of 2017-2018.
- 1.2. The report contains detail of the performance measures, actions and risks against the priorities and targets set out in the Social Services Business Plan (Appendix 1).

2.0 Recommendations

- 2.1 It is recommended that Committee notes this report and provides comment and challenge as appropriate.

3.0 Considerations

- 3.1 Service redesign activity and the key actions contained in the business plan are currently on track and in progress. This includes the redesign of job profiles to support the delivery of the redesigned Child Care Service, the restructure of the Strategy Service. We have completed briefings with supervisory staff on the new Social Work Complaints Handling process. Key actions are highlighted in relation to individual service areas.

Children and Family Services

- 3.2 The Service has progressed service redesign activity in line with the findings from the Social Services Scrutiny Review conducted by Clackmannanshire Council's Resources and Audit Committee and the data from the Realigning Children's Services programme.
- 3.3 The Service initiated redesign plans across the following key areas:
 - Developing our local foster care services

- Developing intensive support services including Functional Family Therapy
 - Self directed support pilot for children and young people
 - Improving Child Protection practice via procedural guidance and the development of a 5 day intensive course for all social workers and managers
- 3.4 The key actions and performance measures contained in the 2017-2018 Business Plan align with our core ambitious and the service redesign. We increased the range of measures relating to looked after children, reflecting the priority that the Service is placing on improving outcomes for our looked after children and young people. These measures place a greater emphasis on shifting the balance of care and supporting more children and young people to remain with their own families or be cared for locally, wherever possible.
- 3.5 The Child Protection performance indicators relate to visits to children on the Child Protection Register weekly and ensuring multi- agency core groups are held 4 weekly. There has been a slight decrease in relation to weekly visits which relate to one case of an unborn child who was placed on the register. There was a need to rearrange some core groups during this period to ensure participation by family and relevant agencies, which led to some being completed outside of set timescales. To support further improvement in this area, we have updated Child Protection Procedures and developed a training programme to ensure that operational social work staff have the necessary knowledge and understanding to undertake Child Protection duties with competence and confidence.
- 3.6 Over the past year the service has identified the need to undertake Learning Reviews, examining practice identifying key risks/areas requiring further scrutiny/improvement and sharing learning both within the social work service and with wider partners. These case reviews have been developed to assist practice improvement and to establish a learning culture within the organisation.
- 3.7 Looked After Children performance indicators contained in our plan relate to participation by children and young people in decision-making, shifting the balance of care, reducing the number of placements for those who are looked after and accommodated and pathway planning.
- 3.8 The percentage of reviews where “Having your Say” report is completed by the child or young person and the percentage who have attended review meetings is sitting below the target set although has increased slightly over the last quarter to 52%, a 4% increase. The Service identified ambitious targets in these areas and we are piloting increased independent advocacy provision in conjunction with Who Cares? with a view to extending participation and involvement.
- 3.9 We are measuring our progress in shifting the balance of care by:

- Evaluating the proportion of looked after children who remain in their own homes or in kinship care placements with a view to increasing this.
 - Measuring the percentage of children and young people who are accommodated with Clackmannanshire Council foster carers versus the percentage of children and young people residing with external foster carers.
- 3.10 The figures over the past 6 months indicate some improvements in this area with an increase in internal foster placements provided and a decrease in externally purchased placements. We have made very positive progress through an extensive campaign to recruit our own foster/adoptive carers. We held information sessions and have now commenced on the assessment process with potential carers. There are 7 potential fostering families currently taking part in a preparatory group. A further 2 families are involved in the preparatory group for adoption.
- 3.11 We have seen an increase in the percentage of children and young people supported to remain at home or within kinship care placements over the first two quarters of 2017-2018. As we embed the redesign through the delivery of intensive support services, we will plan to set more ambitious targets in this area.
- 3.12 The percentage of children and young people who are looked after away from home with three or more placements in a year has increased following breakdowns in external foster placements. These moves have been assessed as being in line with children's needs. The Service remains vigilant about minimizing the number of moves for looked after children and averting placement breakdown, wherever possible through effective support.
- 3.13 The percentage of Care leavers aged 16+ who have an allocated pathway coordinator who also have a pathway plan remains in line with the target of 75%. This indicates improvement in planning and supporting young people to move on to live independently
- 3.14 Support to staff is recognized as a continuing priority within the service and a new indicator has been included this year around ensuring staff receive supervision inline with service requirements. In the Children and Families service, this is an area that the service managers are closely monitoring as performance is currently below the target set.
- 3.15 Staff absence and particularly long term absence continues to be a challenge across the Children and Families Service. This is on the agenda of team and service management meetings and we continue to work closely with the HR business partner to implement procedures and provide support to staff to secure improvements in this area.

Registered Services

3.16 Children and Families currently have three registered services:

- Fostering Services
- Adoption Services
- Woodside Children's Unit

3.17 The service has sustained performance in all areas, with good and very good grades being achieved. There have been no new inspections of services over the past 6 month period within child care services.

Criminal Justice Service

3.18 Criminal Justice continue to perform consistently with quarterly improvements to target level in CJS ADP 005 and 006, 'Unpaid Work commencing within 7 days' and 'Successfully completed CPOs' respectively. The latter's initial low performance is impacted by the services users compliance with the order or if the order is breached due to non-compliance, if this is the case the order ceases until the court schedule a breach hearing. Reviewing High Risk Offenders on schedule remain consistently high.

3.19 April 2017 marked the end of the Community Justice Authority and emergence of the commencement of the new planning arrangements under the Community Justice Act 2016. This involves adopting a local multiagency coordinated approach to tackling justice issues. A new set of performance indicators applicable to all key stakeholders are currently under consideration to measure the effectiveness of this approach.

Adult Services

3.20 This report contains three indicators in relation to Adult Care Services. This reflects the Chief Social Work Officer's role in providing governance across all social work services.

3.21 Within Adult Support and Protection, targets were met in quarter one for all discussions held within 24 hours of referral. There was a slight dip in performance in this area in Quarter two relating to two cases. The Service is prioritising briefings with staff to ensure that performance is maintained in this key area.

3.22 There have been no stage 2 complaints this quarter in relation to adult care services. It is important to note that complaints about external providers are recorded by the providers. We have worked with external service providers to ensure their compliance with the new procedures. The Providers should follow the same process of investigating stage one and stage two complaints and also signpost the complainant to Scottish Public Services Ombudsman (SPSO) in their final response. Providers will return information to the service each quarter to highlight all complaint handling activity. This will provide information to assist us in quality assuring service delivery for contract purposes

- 3.23 The Adult Services registered services continue to attract high grades in all categories and meet the agreed targets.

Financial Position

- 3.24 The financial position across children's and criminal justice shows a slight improvement over the past 6 months with the projected overspend reducing as can be seen from the changes between quarters one and two. The current projected overspend is £88,000 which relates to child care with projections for criminal justice continuing to indicate that spend within this area is within the budget.
- 3.25 The movement in the child care budget is linked to the reduction in residential school placements costs and this is in line with the service priority of reducing external placements and addressing the balance of care with more placements provided by local carers.
- 3.26 The main areas of pressure relate to the cost of external Foster placements and a slight overspend in transport costs both areas remain under review by management.

4.0 Sustainability Implications

- 4.1 None.

5.0 Resource Implications

5.1 Financial Details

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

Yes

- 5.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes/No

- 5.4 Staffing - There are no staffing implications associated with this report. No

6.0 Exempt Reports

- 6.1 Is this report exempt? No

7.0 Declarations

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

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

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(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? No

This report is for information only. No policy changes or changes to service provided are recommended.

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. ✓

10.0 Appendices

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

Appendix 1 – Social Services Business Plan 2017-18 half year report
Appendix 2 – Social Services Risk Register 2018-18


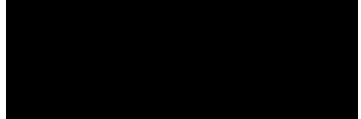
11.0 Background Papers

- 11.1 Have you used other documents to compile your report? No (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)

Author(s)











NAME	DESIGNATION	TEL NO / EXTENSION
Sandy Sneddon	Service Manager	01259 225010
Chris Sutton	Service Manager	01259 225031

Approved by

NAME	DESIGNATION	SIGNATURE
Celia Gray	Head of Social Services	 V.
Nikki Bridle	Depute Chief Executive	

SOS Actions & Indicators (17/18 - 6mths)

Generated on: 15 November 2017

PRIORITY										
Vulnerable People and Families Are Supported										
Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	87%	88%	100%	100%	89%			In quarter two, 17 of 19 referrals had discussions within 24 hours. The Service have investigated the reasons for these delays and have briefed key staff on the requirements and service procedures to ensure consistent timely responses. In both these cases appropriate actions were taken to meet the adult's needs.	Jim Robb
CHC CPR 029	Children on the Child Protection Register who have been visited within the last seven days and seen	92%	100%	100%	95%	95%			Slight variance relates to one case of an unborn baby.	Stuart Landels
CHC CPR 078	Percentage of children who are currently on the Child Protection Register, or are within 3 months of de-registration, who have had at least one Core Group in the last month	98%	98%	95%	93%	94%			This figure for quarter 2 remains consistent with previous returns.	Stuart Landels
CHC LAC 028	What % of reviews result in a Having Your Say report being completed by the child/young person (8+)?	52.51%		75%	48%	52%			This indicator has seen a marginal increase during the reporting period. In order to achieve 2017/18 target management action is being instigated to ensure more robust performance. This includes working with independent advocacy services to increase participation of children and young people in reviews. (This measure was not used for the 2016/17 Business Plan).	Stuart Landels
CHC LAC 05f	% children and young people			30%	31%	33%			Recruitment campaign to increase internal	Michaela

Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
	with foster carers provided by LA								carers. Currently 7 fostering families going through preparatory group. Hope to be active by March 2018. A further 2 families are going through preparatory group for adoption. (This is a new measure therefore there are no values included for previous years).	Porco
CHC LAC 05i	% Children and young people with foster carers purchased externally by the LA			70%	69%	67%			An increase in intensive support packages coupled with children moving on to permanent placements has led to a decrease in external Foster placements. (This is a new measure therefore there are no values included for previous years).	Michaela Porco
CHC LAC 18a	% of children looked after away from home with 3 or more placements within a year	4%	2%	0%	1%	3%			The marginal decrease in performance relates to breakdowns in placement due to foster carer issues requiring placement to be terminated.	Stuart Landels
CHC LAC 19b	% Looked after children who remain at home or in kinship placement			50%	47%	48%			This indicator shows improvement over quarter 2 and is linked to the service priority of shifting the balance of care to more young people looked after in their own community	Stuart Landels
CHC LAC 26a	% of Looked After Children (8+) subject to a Review attended their Review	38%	25%	75%	44%	68%			This improvement can be attributed to management action emphasising to staff the importance of children being involved in their future planning.	Stuart Landels
CHC SCR 01a	% Reports submitted to Children's Reporter (SCRA) within 20 working days (IARS and SBRs where no Children's Panel)	71%	56%	75%	72%	75%			Indicator has returned to be in line with target in quarter 2 and continues to be focused on by managers	Stuart Landels
CHC SCR 02a	Proportion of children, where decision made by Children's Hearing that they require supervision, who are seen by a supervising officer within 15 working days	86%	93%	100%	57%	100%			Management oversight and staff awareness has seen significant improvement in this indicator over the last quarter.	Stuart Landels

Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
CHC TCA 002	% Care leavers aged 16+ who have an allocated pathway coordinator who also have a pathway plan	76%	55%	75%	74%	75%			No young people age 16+ have left care during this period.	Michaela Porco
CJS ADP 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date	100%	100%	100%	100%	100%			All reviews undertaken.	Stuart Landels
CJS ADP 004	Court Reports which had CPO as the preferred option which resulted in a CPO as main outcome	71.8%	72.2%	68.0%	73.0%	71.0%			The performance in this area remains consistent. It indicates the confidence the court system has in agreeing with CJSW report recommendation to apply a community disposal.	Stuart Landels
CJS ADP 005	Proportion of persons placed on a CPO (Unpaid work) commencing placement within 7 working days	80%	56.4%	75%	64.2%	74%			A good proportion of placements that didn't commence within 7 days commenced early in the second week within 8-10 days of implementation of the Order.	Stuart Landels

Covalent Ref.	Action	Due Date	Progress	Latest Note	Reviewer (Owner)
SOS CHC 001	Implementation of Functional Family Therapy	01-Jan-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	Recruitment completed. On target for December 2017	Margaret McIntyre
SOS CHC 002	Implementation of Intensive Children and Family Support Services	01-Jan-2018	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%	Development of job profiles for new roles completed. Discussions with staff members and trade unions progressed.	Margaret McIntyre
SOS CHC 003	Increase provision of advocacy services for children and young people	01-Jan-2018	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 80%	Who Carers completed interviews and appointed to post 6th October - with checks and training member of staff will be in position January 2018 on a 35 hours per week contract to March 2018/	Michaela Porco
SOS CHC 004	Establish Champion's Board	01-Apr-2019	<div style="width: 5%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 5%	Start process was appointment of Who Cares Worker. Worker appointed 6th October 2017.	Michaela Porco
SOS CHC 005	Carer's Strategy in place including arrangements for young carers support planning	01-Apr-2018	<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 20%	Briefings for key managers have taken place raising awareness of statutory requirements	Michaela Porco


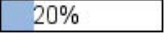
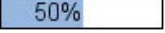


PRIORITY

Our Public Services Are Improving


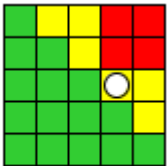
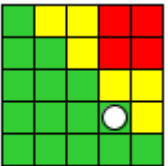

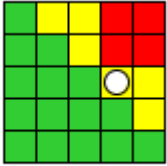
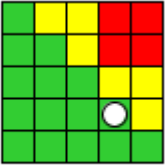

Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
ADC CUS 01b	Number of stage 2 complaints received in quarter for adultcare Clackmannanshire that were upheld or partially upheld	0	2	0	0	0			There have been no complaints at stage 2 over the past 2 quarters.	Jim Robb
ADC CUS 02b	% of reported indicators for Clackmannanshire Council Adult social services registered provision graded good or better by Care Inspectorate over previous 12 months	100%	100%	100%	100%	100%			Ludgate House Day Service inspection in May 2017 - 2 themes graded at 5 - Very Good.	Janice Young
CHC ABS 001	Average full-time equivalent days lost per employee in the Child Care Services	7.38	12.52	10.00	4.50	3.80			This increase is linked to a rise in long term absences within the service. If this trend were to continue the target would not be met. There is significant management oversight in this area in line with Council procedures and this is on the agenda of team and service meetings.	Celia Gray
CHC CUS 01a	Number of stage 2 complaints received in quarter for Childcare Clackmannanshire that were upheld or partially upheld	2	1	0	1	0			The complaint that was upheld was a complex Child Protection case involving multi-agency approaches. A learning review is proposed with partner agencies to explore issues and make improvements	Celia Gray
CHC CUS 02b	% of reported indicators for Clackmannanshire Council children social services registered provision graded good or better by Care Inspectorate over previous 12 months	90%	100%	100%	100%	100%			There were no inspections of services in quarters 1 or 2.	Michaela Porco
CHC IBP 013	Projected variance as % of actual budget for Child Care Social Services Clackmannanshire	13%	3.37%	0%	0.7%	0.62%			Decrease is linked to reduction of residential school places which is in line with adjusting the balance of care.	Celia Gray
CHC LAG 04a	% staff in Clacks Children and Families Social Services who have received supervision in line with service requirements			75%	72.9%	69.4%			Performance has been affected by management changes and reconfiguration of teams.	Celia Gray

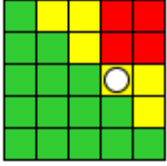
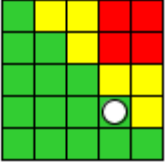
Ref.	PI Description	2015/16	2016/17	2017/18	Q1 2017/18	Q2 2017/18			Latest Note	Reviewer (Owner)
		Value	Value	Target	Value	Value	Status	Short Trend		
CJS ABS 001	Average full-time equivalent days lost per employee in the Criminal Justice Service	7.38	12.52	10.00	2.36	0.60			This is within target values with decreasing absences in this area.	Celia Gray
CJS CUS 01a	Number of stage 2 complaints received in quarter for Criminal Justice Service that were upheld or partially upheld	0	0	0	0	0			No stage 2 complaints over past 6 months.	Celia Gray
CJS IBP 013	Projected variance as % of actual budget for Criminal Justice Service Clackmannanshire			0%	0%	-0.3%			Slight decrease in quarter 2 and budget remains on target. (This is a new measure therefore there are no values included for previous years).	Celia Gray
CJS LAG 04a	% staff in Clacks CJS Social Services who have received supervision in line with service requirements			75%	75%	75%			Performance is in line with target. (This is a new measure therefore there are no values included for previous years).	Celia Gray


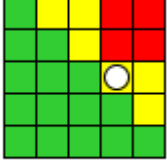
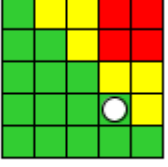
Covalent Ref.	Action	Due Date	Progress	Latest Note	Reviewer (Owner)
SOS SSS 061	Implementation of Redesigned Service Structure	01-Apr-2018		Cross service communication group established Timeline agreed for redesign and service areas prioritised	Celia Gray
SOS SSS 062	All commissioned services have designated operational manager responsible for contract management and monitoring	01-Dec-2017		Operational leads identified. Completed.	Celia Gray
SOS SSS 063	Commissioning framework in place for Children's and Justice Services	01-Apr-2018		Head of Service has prioritized areas for review and re-tendering on the basis of risks	Chris Sutton
SOS SSS 064	Briefings on revised complaints procedures delivered to all line managers	01-Oct-2017		Completed.	Chris Sutton
SOS SSS 065	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and	01-Apr-2018		Job profiles completed for majority of roles. Job evaluation underway for majority of roles. Discussions with staff members commenced.	Chris Sutton


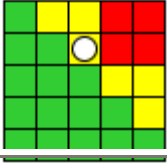
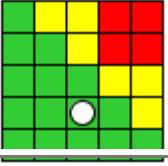
Covalent Ref.	Action	Due Date	Progress	Latest Note	Reviewer (Owner)
	policy and procedural development				
SOS SSS 066	Service will support operational implementation of IT system across Social Services	01-Apr-2018		Steering Group established with Social Services representation. Project manager appointed by Council to oversee implementation	Celia Gray
SOS SSS 067	Introduce programme of activities to support staff engagement	01-Oct-2017		Communications group established to support service redesign	Celia Gray
SOS SSS 068	Implement revised job profiles and introduce a programme of recruitment events	01-Apr-2018		Job profiles have been drafted and a consultation process is underway with both staff and unions.	Celia Gray
SOS SSS 069	Introduce procedure to check registration requirements on an annual basis in conjunction with the HR service	01-Apr-2018		Lead for work identified. Discussions with Human Resources commenced to agree requirements	Celia Gray
SOS SSS 070	Plan and deliver a programme of learning and development activities to support service redesign across Children and Families Service	01-Dec-2018		OD Advisor has set out the actions, roles, responsibilities and timeline for this work.	Chris Sutton

Social Services Risk Register 2017/18

Risk	SOS 016 Unsuitable Operational Procedures	Approach	Treat	Status		Managed By	Margaret McIntyre	Current Score	12	Target Score	8	
Description	Operational procedures are not fit for purpose and up to date and are not used to support effective service delivery							 Likelihood	 Impact			
Potential Effect	Risk of harm to current or potential service users. Failure to meet Scottish Government objectives. Failure to meet Council objectives. Failure to deliver the required services. Reputational damage and financial loss.											
Latest Note	We have prioritized resources to update all operational procedures and we have scheduled staff training to support effective implementation.											
Related Actions	Implementation of Redesigned Service Structure					Internal Controls	Social Services Business Plan					
	Briefings on revised complaints procedures delivered to all line managers											
	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and policy and procedural development											
Risk	SOS 017 Ineffective Information Sharing	Approach	Treat	Status		Managed By	Celia Gray; John Munro	Current Score	12	Target Score	8	
Description	Information is not shared effectively across IT systems and with partner organisations							 Likelihood	 Impact			
Potential Effect	Performance reporting difficulties. Poor information exchange. Risk of harm to current or potential service users. Failure to meet Scottish Government objectives. Failure to meet Council objectives. Failure to deliver the required services. Reputational damage and financial loss.											
Latest Note	Actions taken across operational service areas to reinforce requirements for information sharing using alternative methods were necessary has reduced likelihood of this risk occurring											
Related Actions	Service will support operational implementation of IT system across Social Services					Internal Controls	Business Continuity Plans					
								Social Care Systems Steering Group				
Risk	SOS 022 Lack of Competent, Confident Staff	Approach	Treat	Status		Managed By	Celia Gray	Current Score	12	Target Score	8	

Description	We may fail to have sufficient competent, confident and where required, appropriately registered staff and managers to undertake core duties and functions					
Potential Effect	Failure to deliver the required services and meet statutory requirements. Risk of harm to current or potential service users. Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services.				Likelihood	Likelihood
Latest Note	Recruitment and retention activity ongoing across the service to ensure sufficient qualified and experienced staff are available.				Impact	Impact
Related Actions	Implementation of Redesigned Service Structure		Internal Controls	Social Services Supervision policy		
	Implement revised job profiles and introduce a programme of recruitment events			Workforce Learning & Development Strategy		
	Introduce procedure to check registration requirements on an annual basis in conjunction with the HR service					

Risk	SOS 026 Mis-alignment of Commissioned Services	Approach	Treat	Status		Managed By	Celia Gray	Current Score	12	Target Score	8
Description	The Services commissioned from external providers are not aligned to service requirements and in line with Council Standing Orders										
Potential Effect	Range of services do not meet current and future needs and quality of care is not maintained. Service delivery standards are not met. Pressure on contract compliance staff. Financial risks. Non compliance with statutory and Council requirements. Critical services may not be supplied. Recruitment & retention. Complaints ignored. Reputational damage and financial loss.							Likelihood	Likelihood		
Latest Note	There is a risk of challenge from alternative provider organisations and that services do not meet requirements as not all services and supports are procured in line with Council Standing Orders.							Impact	Impact		
Related Actions	All commissioned services have designated operational manager responsible for contract management and monitoring			Internal Controls	Procurement Strategy						
	Commissioning framework in place for Children's and Justice Services										

Risk	SOS 025 Ineffective Staff engagement	Approach	Treat	Status		Managed By	Celia Gray	Current Score	12	Target Score	6
Description	Failing to engage effectively with staff										
Potential Effect	Negative impact on Employee morale. Risk of harm to service users or potential service users. Industrial action. Disruption to service delivery.							Likelihood	Likelihood		
								Impact	Impact		

Latest Note	Staff engagement activity ongoing within the service linked to changes in structure				
Related Actions	Introduce programme of activities to support staff engagement	Internal Controls	Industrial relations meetings		

Risk	SOS 027 Insufficient Customer Engagement	Approach	Treat	Status		Managed By	Celia Gray	Current Score	12	Target Score	6
Description	Engagement with those who use our services, unpaid carers and the wider public is insufficient							Likelihood		Likelihood	
Potential Effect	Services are not redesigned to meet current and future needs. Failure to deliver the required services. Failure to deliver efficient services. Reputational damage.								Impact		Impact
Latest Note	Ongoing engagement with service users and public over LOIP and service plans should help to mitigate this risk.										
Related Actions	Increase provision of advocacy services for children and young people	Internal Controls	Social Services Business Plan								
	Establish Champion's Board										
	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and policy and procedural development										

Risk	SOS 028 Lack of Learning & Development Capacity	Approach	Treat	Status		Managed By	Celia Gray	Current Score	12	Target Score	6
Description	Lack of capacity to deliver the required learning and development across Children and Families and Criminal Justice Social Work Services							Likelihood		Likelihood	
Potential Effect	Failure to deliver the required services and meet statutory requirements. Risk of harm to current or potential service users. Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services. Failure to deliver service redesign and benefits.								Impact		Impact
Latest Note	This is under review with the restructuring of the service including the strategy team.										
Related Actions	Plan and deliver a programme of learning and development activities to support service redesign across Children and Families Service	Internal Controls	Social Services Supervision policy								
				Workforce Learning & Development Strategy							

Risk	SOS 015 Insufficient Pace & Scale of Redesign Activity	Approach		Status		Managed By	Celia Gray	Current Score	6	Target Score	8
Description	Redesign activity does not match pace and scale of change required							Likelihood		Likelihood	
Potential Effect	Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs. Workforce skills profile do not meet redesign activity.								Impact		Impact

	Failure to meet standards and deliver action plan improvements in line with Care Inspectorate requirements for internally and externally commissioned services. Services are not redesigned to meet current and future needs.		
Latest Note	The pace of redesign work has been accelerated and there are indications that the implementation of new initiatives are securing efficiency benefits. It is assessed that the likelihood of this has been reduced and the potential impact has also been reduced by actions taken by the Service.		
Related Actions	Implementation of Functional Family Therapy	Internal Controls	Social Services Business Plan
	Implementation of Intensive Children and Family Support Services		Scrutiny Committee
	Implementation of Redesigned Service Structure		Audit & Finance Committee
	All commissioned services have designated operational manager responsible for contract management and monitoring		
	Commissioning framework in place for Children's and Justice Services		

Report to Scrutiny Committee

Date of Meeting: 21st December 2017

Subject: Social Services Review

Report by: Head of Social Services

1.0 Purpose

- 1.1. The report will summarise the actions taken to undertake an in depth review of Children and Families Social Work.

2.0 Recommendations

- 2.1. Note the context of the report and question/challenge as appropriate.
- 2.2. Note the conclusion of the scrutiny review.
- 2.3. Note the changes to the current caseload allocation system.

3.0 Considerations

- 3.1. On the 21st April 2016, the Resources and Audit Committee agreed the scope, approach, resourcing and reporting arrangements for undertaking a Social Services Scrutiny review.
- 3.2. Work progressed to date has been undertaken using internal staff resources. The work has been undertaken by the Executive Director, Head of Social Services, Accountancy, and Service Manager from Strategy.
- 3.3. The scope provided an option for external specialist advice to be procured to assist with aspect of the review. Up to £10k is available to Scrutiny Committee for these purposes. An approach was made to MKM consultants to undertake a review on thresholds for intervention in children and families.
- 3.4. Since September 2016 a series of member briefings and Scrutiny Review Group meetings have taken place. The aim of these meetings has been to consider and discuss data analysis prepared in line with the agreed scope and to enable feedback to be provided to officers on additional areas of enquiry and further analysis required. These meetings have included –

- A briefing for all elected members was held on the 20th October 2016 to present environmental, financial, social and demographic data. An analysis pack was also prepared for members setting out this data in detail.
- A briefing for all elected members was held on the 3rd November 2016 to present information on financial pressures in childcare and potential causal factors and mitigations.
- A series of Scrutiny Review Group meetings have been held (9th November; 23rd November and 6th December 2016) and briefings and additional information provided on key areas of enquiry identified by members of the Review Group.

3.5. A progress report to October Scrutiny Committee was presented on progress to date as was originally agreed in the Scope for June and October 2016.

Progress Against Scope

3.6. The key aspects of the scope are detailed in Table 1 below. A summary of progress to date and key aspects of work outstanding is provided against each area.

Table 1: Summary of progress and outstanding issues against the agreed scope for the Scrutiny Review of Social Services

Scope activity	Progress	Outstanding activity
Social and economic environment of Clackmannanshire (Scope paragraph 3.4)	Complete Data pack presented to all member briefing 20 th October 2016. Further data and analysis provided to briefing on the 3 rd November 2016 and Review Group meetings on the 9 th November; 23 rd November and 6 th December 2016.	None
Child care statistics, trends and forecasts: for instance re number of Looked after children, child protection referrals (Scope paragraph 3.5)	Complete Presented to all member briefing 3 rd November 2016 and Review Group meetings on the 9 th November; 23 rd November and 6 th December 2016. Recovery Plan being implemented and progress reported to Audit and Finance committee.	None
Significant areas of childcare expenditure (Scope paragraph 3.6, BP 1)	Complete Presented to all member briefings 20 th October and 3 rd November 2016 and Review Group meetings on the 9 th	None

Scope activity	Progress	Outstanding activity
	November; 23 rd November and 6 th December 2016.	
Examination of the specific causes of financial pressures on childcare to establish whether these might be mitigated (Scope paragraph 3.6, BP 2)	<p>Complete</p> <p>Presented to all member briefing on 3rd November 2016</p> <p>Review of 3rd sector Children's services provision in Clackmannanshire and gap analysis on family support provision (linked with Realigning Children's Services project)</p>	None
Analysis of the demographics of Looked After Children (Scope paragraph 3.6, Bullet point 3)	<p>Complete</p> <p>Presented to all member briefings 20th October and 3rd November 2016. Further analysis presented at Scrutiny Review Group meetings on 9th November; 23rd November and 6th December 2016.</p>	None
Financial governance including compliance with Financial Regulations, Scheme of Delegation and managerial controls (Scope paragraph 3.6, Bullet Point 4)	<p>Governance for the 2015/16 overspend obtained via Resources and Audit Committee (25th February 2016 and Council 3rd March 2016)</p> <p>Social Services Finance Report and Financial Management Action Plan presented to Audit and Finance Committee 17th November 2016.</p> <p>New working protocols between Service Management and Accountancy highlighting significant reduction in spend</p>	None
Service policies, processes and models of care offer Best Value (Scope paragraph 3.5)	<p>Service Recovery Plan, Audit and Finance Committee 15th September 2016</p> <p>Independent review of thresholds for intervention in children and families</p> <p>Vanguard scoping exercise undertaken over 3 sessions in November 2016.</p> <p>16/17 Finance Report and Financial Management Action Plan to November 2016 Audit and Finance Committee.</p> <p>Information presented to Scrutiny Review Group on:</p> <ul style="list-style-type: none"> • The National Guidance for Child Protection in Scotland; 	Completed

Scope activity	Progress	Outstanding activity
	<ul style="list-style-type: none"> • The decision making process in Social Services; • The Children’s Hearing System in Scotland; • Extract from National Guidance for Child Protection in Scotland 2014. 	

3.7. Reports detailing the work of the review were presented to Scrutiny Committee on 20th October 2016, 15th December 2016 and 31st January 2017

4.0 Service Outcomes

4.1. The following key areas of progress have taken place over the last year :

4.2 Improved governance including budget management and significant reduction in areas of overspend

4.3 Local Government Benchmarking Framework evidencing the *shifting balance of care*: Child Protection referrals and registrations in keeping with the national average, reduction of children Looked After and Accommodated away from home, increase in number of children looked after at home, reduction on overall spend and now in keeping with other comparator authorities

4.4 Project board set up to progress a new social work information system which connects to the finance system and gives “real time” financial information and reports

4.5 Increased governance and decision making for sign off of high cost placements initiated to allow overview of the “balance of care” and project expenditure

4.6 Phase 1 and Phase 2 of a robust fostering campaign including an open evening, social media advertising, advertising on council vans, advertising within the council has increased pool of internal foster carers and adopters

4.7 Robust recruitment processes which have attracted a high calibre of new and experienced staff into the service

4.8 Complete removal of all high cost agency staff from the service

4.9 A partnership with Action for Children to implement Functional Family Therapy showing evidence of improved outcomes and preventing children coming into care

4.10 Review of the child protection referral process which has resulted in more accurate performance reporting, with the Child Protection Register sitting alongside the National Average

- 4.11 Robust review processes for all existing and new “high-cost” placements resulting in a reduced budget overspend
- 4.12 Completion of Phase 1 of redesign of the service to ensure good governance, staff supervision, caseload oversight and improved practice and interventions
- 4.13 A simplified and clear tiered management matrix from Head of Service to social worker, which has accrued staffing savings of circa 500k
- 4.14 Single agency audit of all child protection cases
- 4.15 MRM Consultants audit of thresholds and decision making
- 4.16 Re-establishment of Alloa Family Centre as a community hub to take forward intensive support services
- 4.17 Consultation with all staff and Trade Unions on Phase 2 of redesign of service, establishment of the intensive support service
- 4.18 Review of caseloads allocations to bring about consistency across all children and families services

5.0 Future Work Plan

- 5.1. The following areas of work are now progressing
- 5.2 Establishment of a responsive 5/7 intensive support service with existing staff and the 3rd sector
- 5.3 Engagement and review of all 3rd Sector providers to inform strategic commissioning of services for children and families focussing on the outcomes identified from the Scrutiny Review, Realigning Children Services, the Local Outcome Improvement Plan and City Deal
- 5.4 Presentation to Child Protection Committee to consider findings from MRM audit and to firmly establish GIRFEC in children’s services
- 5.5 Redesign of the key posts in the Strategy Service to support the functions of the service
- 5.6 Establishment of a Core and Cluster model to accommodate older young people and to continue to bring young people back from high cost placements
- 5.7 Process mapping of *first point of contact* in children’s services and progression towards Contact Centre facility
- 5.8 Joint planning and scoping of interventions across social work and education services to establishing more collaboration and shared resources.

6.0 Sustainability Implications

- 6.1. The service has set a 5 year transformational change programme, set to redress the balance of care; empower families and ensure best value for the Council

7.0 Resource Implications

7.1. *Financial Details*

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

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

7.4. *Staffing*

8.0 Exempt Reports

- 8.1. 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)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

- (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

8.2 This report is for information only. No policy changes or changes to service provided are recommended.

9.0 Legality

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

10.0 Appendices

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

none

11.0 Background Papers


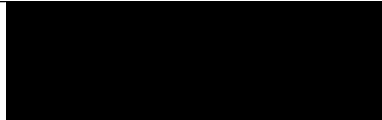
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Celia Gray	Head of Social Services	Tel: 01259 225017

Approved by

NAME	DESIGNATION	SIGNATURE
Celia Gray	Head of Social Services	
Garry Dallas	Executive Director	

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 21st December 2017

Subject: Housing, Property and Revenues

Performance Report Quarter 2

Report by: Head of Housing & Community Safety

1.0 Purpose

1.1. This report updates performance to the second quarter of 2017/18.

2.0 Recommendation

2.1. It is recommended that Committee notes the report, while commenting on and challenging the performance as appropriate.

3.0 Performance Indicators

3.1. Members will note the progress and comments on the performance indicators attached at appendix 2.

Housing

4.0 Scottish Social Housing Charter

4.1. In August the Scottish Housing Regulator (SHR) published the information collected from the third return on the Social Housing Charter. Attached at appendix 1 is the output from the Scottish Housing Regulator's comparison tool, comparing the key indicators for Clackmannanshire with the neighbouring authorities, and the largest RSLs in the area. In comparison with all Scottish Local Authority landlords, performance was above average in some key areas including, time to complete emergency and non-emergency repairs, and the percentage of stock meeting the Scottish Housing Quality Standard (SHQS). In particular, satisfaction levels were well above the average. Overall satisfaction with the Council as a landlord appears to again be the highest of any local authority in Scotland.

4.2. As part of the Charter all social landlords must report on performance to tenants and other service users. The design of this report¹ was reviewed this year by Clackmannanshire Tenants and Residents Federation and it was distributed to all Council tenants in line with the requirements.

¹ <http://www.clacks.gov.uk/document/5668.pdf>

5.0 Voids

- 5.1. Performance on voids has improved significantly after a dip in performance last financial year. The average relet time for the 208 properties let up to the end of Quarter 2 was 34 days. The improved performance is as a result of staff identifying problems within the process and implementing solutions. Refusal rates on offers are also down to 31% at the half year mark. This is as a result of providing more information on stock availability and housing prospects and gathering accurate information about preferences from the applicant so that a suitable allocation can be made.
- 5.2. Satisfaction levels with the standard of the new home when moving in remain high. 192 of the 196 new tenants who signed up for their tenancies between 1st April 2017 and 30th September 2017 were happy with their new home. Service recovery measures were taken to resolve the issues raised by the four who were not satisfied and actions have been taken where possible to avoid future similar occurrences.

6.0 Rent Arrears

- 6.1. The rent arrears figure has increased to 8.81% at the end of Quarter 2 compared with the end of year figure of 8.39%. Further analysis has again shown that the impact of Universal Credit has greatly impacted on our ability to reduce our arrears.
- 6.2. The table below shows the number of arrears cases for those on Universal credit and those non Universal credit cases.

	Number of arrears cases	% of cases	Arrears amount	% of arrears amount
Universal credit	386	34%	£ 308,998	18%
Non Universal Credit	1763	66%	£ 608,757	82%
Total	2149		£ 917,755	

- 6.3. Of the 2149 arrears cases, 386 are tenants on Universal credit. This is 34% of all arrears cases and makes up 18% of the arrears amount (£308,998). Of the 386 Universal credit arrears cases, 182 of these tenants were not in arrears before their UC claim. The arrears total for 'new' arrears cases is £72,490.
- 6.4. Analysis of the arrears cases shows that the average amount of arrears for UC cases is much higher than the non UC cases and there are more of these cases amounting to over £1000.

	UC Accounts	Non-UC Accounts
Average arrears	£800.51	£345.19
Highest case	£3,712.73	£4,490.19
How many cases over £1000	155	105

- 6.5. There are 28 UC rent arrears cases that have decreased since claiming Universal Credit. This may be because we have requested that the Housing Costs be paid direct to us (Alternative Payment Arrangement, APA). The

DWP can take up to 25% of a client's income to pay something towards arrears on their accounts, which can amount to £60 per month. This will clear their balance quicker than if they were on the old system of Housing Benefit, as the most that could be taken off benefits to pay arrears was £14.80 per month.

- 6.6. Although there is no doubt that Universal Credit has impacted on the overall arrears figure work continues to focus on proactive management of all cases and engagement with tenants is the key focus. Senior staff are 'in the work' with officers during visits to ensure that tenants in arrears have all the information and support they need to make payments towards their rent and their arrears. Visits are now being carried out, outwith office hours with the aim of making contact with tenants who have so far failed to engage.
- 6.7. Whilst officers strive to provide information and practical support to tenants to help them pay their rent and maintain their tenancies, in cases where tenants fail to accept this help and fail to adhere to payment arrangements, court actions will be taken and eviction will result in some cases. In the first half of this financial year, 53 court actions were raised with 6 proceeding to eviction.

7.0 HRA Capital Programme & SHQS

- 7.1. A summary of the HRA capital programme and SHQS works is at appendix 3. Some particular points of note are set out below.

Scottish Housing Quality Standard – Current Position

- 7.2. Using the charter methodology for assessment of SHQS, the council is currently 97.2% compliant.

Properties Meeting The Standard		
SHQS	No. failing	Compliant
Tolerable Standard	0	100%
Free From Serious Disrepair	6	99.9%
Energy Efficiency	0	100%
Modern Facilities & Services	56	98.9%
Health, Safe & Secure	75	98.5%

Energy Efficiency Standard for Social Housing (EESH)

- 7.3. The Energy Efficiency Standard for Social Housing (EESH) is a new energy efficiency rating for all Social Housing to be achieved by May 2020. Currently Clackmannanshire Council is 68.1% compliant. Failures are mainly due to remaining non-traditionally built housing, previous central heating refusals, and housing with older heating systems replaced prior to 2006. There are challenges that remain for some of our stock portfolio particularly the Weir Multicon properties in Alva.

- 7.4. The External Wall Insulation (EWI) programme started in November, with 57 owner occupied, and 46 council non-traditional construction properties to be upgraded. This phase of work completes the planned upgrades to non traditionally built council housing stock. The programme has significantly improved energy efficiency, whilst improving the look of estates.
- 7.5. The overall average time has lowered to 28 days for both minor and major adaptations undertaken by the council. 126 adaptations have been completed to date and satisfaction rates remain high.
- 7.6. The fencing programme is considered to be a success in tackling some long standing problems within gardens and common areas for our customers.

Revenues Service

8.0 Council Tax

- 8.1. Following the changes made in approach and management, in each of the last two years record Council Tax collection rates have been achieved. Hopefully this trend will continue. At the end of quarter two, the collection rate is half a percentage point ahead of the corresponding period from last financial year (51.82% against 51.35%).
- 8.2. Although there has been a slight increase this year, 3,200 fewer reminder letters were issued than the corresponding period in 2014. At the end of quarter two, 5,100 accounts have been through the internal recovery process and passed to sheriff officers. Again this is significantly down from the near 8,000 cases at the sheriff officers at same time in 2014. As members will be aware all Council Tax accounts, unless paying by Direct Debit, need to be paid and cleared on or before 1st January 2018.
- 8.3. The Council Tax team is now experiencing the impact of Universal credit. There are significant manual checks of DWP caseload where this could largely be done electronically with Housing Benefit. It took around two hours last year to check the Council Tax system against Universal Credit. It is now taking two days and this time will increase. Staff are working with the IT supplier to try to develop more automated processes. However, this may be limited as the DWP is not accepting bulk case uploads and each case referral has to be sent separately.
- 8.4. The other major risk with UC is customers don't sign up appropriately with Council Tax Reduction (CTR) scheme. East Lothian council for example has reported significant falls in applications for those customers who would qualify for this benefit. Our sheriff officers have agreed to take CTR forms out on their field visits, to mitigate against this as much as possible.
- 8.5. Collection rates may also be improved if the Council Tax is set earlier, as this would allow greater control over the annual billing.

9.0 Scottish Welfare Fund

- 9.1. Whilst the first half of the year has seen a reduction across Scotland in both Crisis and Community Care Grant applications, Clackmannanshire is bucking this trend. Crisis applications have increased by 126%, from 331 last year to 748. Awarded cases have increased by 237%, with 546 applications meeting the award criteria compared with only 162 in the corresponding period last year. There has also been a 30%+ increase in the applications (449) and awards (184) for Community Care Grants,
- 9.2. It is anticipated that the Christmas period will produce a further spike in demand, especially with Universal Credit payment dates and salary payments being amended by the various bank holidays.
- 9.3. As a result of the greatly increased demand on the same resources, performance in assessing claims has dipped. A review of revenues staffing has taken place and posts to assist with SWF workload have been circulated to re-deployees and internal staff. Despite the increase in demand, the budget remains on track but will be closely monitored in quarter three.

Public Buildings Works

10.0 Reactive Repairs

- 10.1. The number of reactive jobs undertaken to public buildings (schools, offices, etc.) to the time of writing is shown below. This is included to demonstrate the workload generated by these properties

Jobs Raised from 1 April to 26 November 2017

Priority - (Working days)	Property Contracts	Skanska	Others	Total
Emergency	517	270		787
Day Emergency - Within 24 Hours	141	54		195
Within 2 days		109		109
Within a Week	326	18	209	553
Within 4 Weeks	1008	123		1131
Planned Within 50 Days	25			25
	<hr/>	<hr/>	<hr/>	<hr/>
	2017	574	209	2800

Capital works

- 10.2. Attached at appendix 4 is a list of the capital works being undertaken on public buildings.

11.0 Sustainability Implications

- 11.1. As set out in the report, work continues to improve the energy efficiency of the housing stock.

12.0 Resource Implications

12.1. Financial Details

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 ✓

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

Yes ✓

12.2. Staffing

Attendance

12.3. Despite considerable efforts to improve attendance, performance in this area remains disappointing. Work has included raising awareness of the Attendance and Wellbeing policy with staff in areas where short and long term absence rates are highest. Improvements have been made to internal processes to improve the recording and monitoring of absences. The Service Manager reviews cases and provides direct support to line managers. Line managers have also recently received training on the new Council policies and procedures and work closely with HR colleagues to tackle persistent absenteeism.

12.4. The October figure (6.47%) shows an improvement as a result of this focus. This is still well above the 5% target, and although short term absence cases have reduced, the number of long term absences remain impact on the overall figure.

13.0 Exempt Reports

13.1. Is this report exempt?

Yes (please detail the reasons for exemption below) No ✓

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

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

15.0 Equalities Impact

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

16.0 Legality

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

17.0 Appendices

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

1. SHR Landlord Comparisons
2. Covalent Performance Indicators
3. HRA Capital Works
4. Public Buildings Capital Works



18.0 Background Papers

- 18.1. 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) No✓

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Jennifer Queripel	Service Manager	2475
Murray Sharp	Service Manager	5113

Approved by

NAME	DESIGNATION	SIGNATURE
Ahsan Khan	Head of Housing	
Nikki Bridle	Depute Chief Executive	

Landlord Report

How your landlord told us it performed in 2016/2017

2016/2017 Response

Graph of compared landlords Indicator	Expand / collapse previous years	Clackmannanshire Council	Average of compared landlords	Difference from this average	Stirling Council	Falkirk Council	Ochil View Housing Association Ltd	Kingdom Housing Association Ltd
Homes and rents								
Total number of homes		4,947	6,690	1,744	5,646	16,285	1,364	3,467
Total rent due to be collected		£17,252,753	£22,201,326	£4,948,574	£17,974,998	£51,709,201	£5,433,327	£13,687,780
Percentage average weekly rent increase to be applied		2.0 %	2.3 %	0.3 %	0.3 %	3.6 %	2.7 %	2.5 %
Total number of 1 apartments		32	28	4	25	69	7	12
Average weekly rent for 1 apartments		£66.16	£48.82	£17.34	£54.18	£43.77	£63.87	£58.55
Total number of 2 apartments		1,358	1,278	80	1,309	2,615	352	835
Average weekly rent for 2 apartments		£67.83	£58.00	£9.83	£61.23	£51.29	£70.41	£68.91
Total number of 3 apartments		2,207	3,342	1,135	2,325	8,641	574	1,829
Average weekly rent for 3 apartments		£69.57	£63.90	£5.67	£63.42	£60.74	£77.12	£75.17
Total number of 4 apartments		1,217	1,832	615	1,727	4,465	404	732

Graph of compared landlords	Indicator	Expand / collapse previous years	Clackmannanshire Council	Average of compared landlords	Difference from this average	Stirling Council	Falkirk Council	Ochil View Housing Association Ltd	Kingdom Housing Association Ltd
	Average weekly rent for 4 apartments		£71.35	£70.57	£0.78	£66.00	£68.62	£83.03	£86.30
	Total number of 5 apartments		133	210	77	260	495	27	59
	Average weekly rent for 5 apartments		£73.34	£76.03	£2.69	£67.68	£78.27	£85.11	£89.93
	Tenant satisfaction								
	Percentage of tenants satisfied with the overall service		94.2 %	88.2 %	6.0 %	93.2 %	84.6 %	87.2 %	87.7 %
	Percentage of tenants who felt their landlord is good at keeping them informed about their services and outcomes		92.4 %	88.7 %	3.8 %	92.2 %	90.5 %	84.5 %	87.4 %
	Percentage of tenants satisfied with the opportunities to participate in the landlord's decision making		89.1 %	83.0 %	6.1 %	90.7 %	86.9 %	72.1 %	82.4 %
	Quality and maintenance of homes								
	Percentage of homes meeting the Scottish Housing Quality Standard		97.2 %	93.2 %	4.0 %	98.1 %	93.1 %	78.7 %	91.3 %
	Average number of hours taken to complete emergency repairs		2.2	4.7	2.4	6.2	4.5	2.0	2.0
	Average number of days taken to complete non-emergency repairs		7.1	7.9	0.8	6.8	8.9	8.5	6.2

Graph of compared landlords	Indicator	Expand / collapse previous years	Clackmannanshire Council	Average of compared landlords	Difference from this average	Stirling Council	Falkirk Council	Ochil View Housing Association Ltd	Kingdom Housing Association Ltd
	Percentage of reactive repairs carried out in the last year completed right first time		91.7 %	93.3 %	1.6 %	88.7 %	98.0 %	86.0 %	89.3 %
	Percentage of repairs appointments kept		98.7 %	98.4 %	0.3 %	98.1 %	99.8 %	N/A	95.0 %
	Percentage of tenants who have had repairs or maintenance carried out in the last 12 months who were satisfied with the repairs and maintenance service		97.6 %	87.3 %	10.3 %	82.9 %	91.3 %	83.3 %	91.8 %
	Neighbourhoods								
	Cases of anti-social behaviour, per 100 homes, reported in the last year		4.4	9.9	5.4	10.8	9.9	24.0	2.7
	Percentage of anti-social behaviour cases resolved within locally agreed targets in the last year		59.1 %	69.1 %	10.0 %	52.2 %	67.7 %	100.0 %	95.7 %
	Value for money								
	Percentage of total rent due collected in the previous year		98.8 %	99.4 %	0.6 %	99.8 %	99.1 %	100.6 %	99.4 %
	Percentage of rent due not collected through homes being empty in the last year		1.5 %	0.8 %	0.7 %	0.7 %	0.9 %	0.3 %	0.4 %
	Average length of time in days taken to re-let homes in the last year		54.9	31.3	23.6	36.1	33.4	13.7	23.1









KEY TO SYMBOLS

PIs					
Status		Short Term Trends		Long Term Trends	
Compares actual performance with target		Compares actual performance with most recent previous		Compares actual performance with previous over the longer term	
	Alert		Performance has improved		Performance has improved
	Warning		Performance has remained the same		Performance has remained the same
	OK (performance is within tolerance limits for the target)		Performance has declined		Performance has declined
	Unknown		No comparison available - May be new indicator or data not yet available		No comparison available

ACTIONS	
Expected Outcome	
	Meet target/complete within target dates
	Will complete, but outwith target
	Fail to complete or cancelled



RISKS		
Current Rating = Likelihood x Impact (1 - 5)	Status	
		Rating 16 and above
		Rating 10 to 15
		Rating 9 and below
<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p>		


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


Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
HMO ALL 005	Average length of time (days) taken to re-let properties in the last year - excluding new-build & OTS (i) The total number of properties re-let in the reporting year. (ii) The total number of calendar days properties were empty.	40	36	55	34	35			Our performance on length of time to re-let voids this year has improved significantly in the first half of this financial year with the average length of time taken to re-let properties reducing to 34 days compared with 58 in the same period last year. This is as a result of improvements made to the process.	Team Leader Tenancy Services
HMO ALL 041	Total number of lets (including new builds and OTS)	403	363	495	208	N/a			Of the 208 properties let in the first half of the year there were no off the self purchased properties let and no new build in Q2.	Tenancy Services Coordinator - Housing Options
HMO ALL 056	The percentage of tenancy offers refused during the year (i) Number of tenancy offers made during the reporting year. (ii) The number of tenancy offers that were refused.	46%	46%	35%	31%	32%			The rate of properties refused has reduced significantly. Following analysis of the reasons for refusals and using that information we redesigned our process to ensure that we give the customer all the information they need, and that we get all the information we require from them to minimise the risk of offers being refused. As a result, refusal rate has reduced to 31%.	Tenancy Services Coordinator - Housing Options
HMO ALL 057	The number of empty dwellings that arose during the last year in	398	367	421	215	N/a			The number of properties becoming void during the first half of the year is	Tenancy Services Coordinator -

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
	self-contained lettable stock								slightly less than the number becoming void in the same period last year (234).	Housing Options



2) Our communities are more cohesive and inclusive

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
HMO TEM 070	% of court actions initiated which resulted in eviction	9.68%	11.25%	13.51%	11.32%				During the first half of the year 53 court actions were raised with 6 proceeding to eviction. We can assume with these half year figures that the total number of evictions will be higher at the year end. Housing Officers continue to intervene as early as possible so that evicting someone is the last resort.	Team Leader Tenancy Services

Code	Description	Expected Outcome	Progress	Due Date	Completed Date	Latest Note	Lead
HCS SBP 079	Review the Housing Allocation Policy		<div style="border: 1px solid black; background-color: #cccccc; padding: 2px; display: inline-block;">80%</div>	31-Dec-2017		A consultation exercise which involved, a staff working group, Council tenants, applicants on the waiting list, and Tenants and Residents Federation has been completed. As the new guidance on the legal framework for social housing allocations has only recently been issued by the Scottish Government, this action will not be	Service Manager, Housing Management Operations







Code	Description	Expected Outcome	Progress	Due Date	Completed Date	Latest Note	Lead
						completed by the initial due date that was set as the revised policy must take account of this guidance. Once the review is completed a report will be presented to Council.	
HCS SBP 080	Review the Local Housing Strategy		<div style="border: 1px solid black; background-color: #d9e1f2; padding: 2px; display: inline-block;">80%</div>	31-Mar-2018		Two main part of Local Housing Strategy complete, HNDA and SHIP both going to Council in December. The plan is to have a draft LHS to Council in January, in anticipation of carrying out consultation and having the LHS approved by the end of the financial year.	Service Manager Strategy & Revenues

4) Our communities are safer







Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
HMO TEM 067	% of asb cases reported in the last year which were resolved within locally agreed targets	78.25%	56.39%	59.09%	56.88%				@ Q2 end: 109 asb cases were opened between 1st April 2017 and 30th September 2017. 62 of these were resolved on or before 30th September 2017. None of these cases were outwith the agreed target of 20 weeks. The remaining 47 cases are ongoing @ 30/09/17.	Team Leader Tenancy Services







5) Vulnerable people and families are supported

Code	Description	2014/15	2015/16	2016/17	2017/18	Latest Note	Lead
------	-------------	---------	---------	---------	---------	-------------	------

		Value	Value	Value	Value	Target	Status	Long Trend		
HMO TEM 056	Percentage of new tenancies sustained for more than a year, by applicants who have been assessed as statutory homeless (HP)	80%	86%	80%	83%	85%			Of a total of 115 Homeless applicants housed in the first two quarters of 2017/18, 19 tenancies ended within a year. The highest reasons for terminations were Abandonment (5) and Moving in with partner (4). The decrease in ASB issues reflects the work being carried out by the tenancy management team in providing increased support to our Homeless tenants and working to reduce the anti-social behaviour within our communities. The main reason for Abandonment continues to be non-engagement by the new tenant, who does not move into the property. When homeless applicants move into their new tenancy, introduction of their new Housing Officer is now done at the sign up of the property. This means that Housing Officers build relationships with their tenants early in the process. We have refined our process of carrying out sustainment visits, ensuring that we are concentrating our resources on only those who require extra help to maintain their tenancy.	Team Leader Tenancy Services
HMO ALL 043	Percentage lets to statutory homeless applicants	46 %	57 %	46 %	51 %	50%			With 51% of lets up to the end of the 2 nd quarter going to homeless applicants this is just above the target set.	Tenancy Services Coordinator - Housing Options
HMO HPI 041	% of approved applications for medical adaptations completed during the reporting	92%	83%	96%	80%	100%			This indicator combines major and minor adaptations. Following a review of the process, performance has	Team Leader - Planned Works & Compliance

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
	year								improved in this area. A total of 126 applications were processed over the first two quarters. The process has been streamlined and design surveys are now completed within the Service and works completed by our own trades.	
HMO HPI 042	Average time to complete medical adaptation applications	38 days	27 days	31 days	22 days	28 Days	?	↓	There has been a marked improvement in the average time taken to complete medical adaptations in the first half of this financial year.	Team Leader - Planned Works & Compliance
HMO TEM 054	Percentage of new tenancies sustained for more than a year, by existing tenants - Transfer (TR)	95%	92%	95%	93%	94%	?	↓	Tenancy sustainment level for transfer applicants is slightly less at the end of quarter 2 than for the full year last year. Of the 46 transfer applicants in the first two quarters of 2017/18, 3 tenancies ended within a year. The Charter measures death of a tenant as a 'failed tenancy' which applies to one of these. One tenant was taken into permanent care, and the remaining 'failed tenancy' was for a tenant who moved out of the area but gave positive feedback on all aspects of their tenancy and the service they received.	Service Manager, Housing Management Operations; Team Leader Tenancy Services
HMO TEM 058	Percentage of new tenancies sustained for more than a year, by applicants from the Housing Waiting List - WL	90%	89%	84%	90%	90%	?	↑	The % of Waiting List lets sustained has increased in the first half of the year compared with last year. Of a total of 97 waiting list applicants in the first half of the year, 10 tenancies ended within a year. Three of these 'terminations' were actually transfers of	Service Manager, Housing Management Operations; Team Leader Tenancy Services



Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead	
		Value	Value	Value	Value	Target	Status	Long Trend			
										tenancy due to the death of a partner. One tenancy was abandoned by a young person with multiple support issues who had failed to engage. Two tenants were rehoused by another housing provider. The highest reason for termination was mutual exchange, amounting to four, mainly due to changes in circumstances which meant that the property no longer suited their needs.	
HMO TEM 060	Percentage of new tenancies sustained for more than a year, let source by other reason - O	100%	DIV/0	DIV/0	DIV/0				There were no lets in this category.	Team Leader Tenancy Services	
RGN AOR 001	% of households requiring TA to whom an offer was made	98.90%	100.00 %	99.82%	99.68%	100.00 %			Q2 As a Local Authority, we are required to offer all homeless applicants who need it, temporary accommodation. In the year to Q2, due to exceptional circumstances 1 person was not offered temporary accommodation.	Team Leader Tenancy Services	
RGN AOR 002	% of TA offers refused - Total	8.91%	1.70%	7.26%	27.68%				The result for 2016/17 is incorrect due to an error in recording. More accurate recording of offer refusals is now in place. People who present as homeless sometimes refuse temporary accommodation because family or friends can accommodate them in the short term, avoiding the immediate need for temporary accommodation.. For example, this can be a positive outcome for some young people who	Team Leader Tenancy Services	

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
									present as homeless due to conflict with parents. Where it is safe to return to the family home, they can do so before a permanent offer can be made.	
RGN ASN 001	% Satisfaction with standard of Homeless Temporary Accommodation	90%	79%	90%	83%	93%			Satisfaction levels with temporary accommodation have dropped slightly since the year end. Homeless caseworkers are working with applicants to obtain further information about the reasons why they were not satisfied with their temporary accommodation.	Team Leader Tenancy Services
RGN ATA 201	Avg no of weeks stay in Homeless TA (exiting TA) - LA ordinary dwelling	15.20 weeks	14.90 weeks	15.96 weeks	14.79 weeks				The length of time homeless applicants spent in temporary accommodation has decreased slightly in the first half of this financial year. This is partly due to a high number of families presenting as homeless and we are able to move them on quicker to permanent accommodation as we have had suitable properties available. The lack of suitable permanent accommodation for single people has affected this figure in the past, where there have been high numbers of single homeless applicants in temporary accommodation awaiting a permanent offer.	Team Leader Tenancy Services
RGN ATA 202	Avg no of weeks stay in Homeless TA (exiting TA) - Housing Association/ RSL Dwelling	38.24 weeks	0.00 weeks	0.00 weeks	0.00 weeks				This type of temporary accommodation is not used by Clackmannanshire Council.	Team Leader Tenancy Services

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
RGN ATA 206	Avg no of weeks stay in Homeless TA (exiting TA) - Bed & Breakfast	7.27 weeks	5.03 weeks	4.26 weeks	15.14 weeks				<p>We plan not to place households in Bed and Breakfast rooms in future and use self contained accommodation owned by the bed and breakfast proprietor instead. These are recorded in RGN ATA 209 (other accommodation organised by the LA).</p> <p>1 household left B&B and had been in for 109 nights. Unless we start using B&B rooms again this figure should be 0 for the next quarter.</p>	Team Leader Tenancy Services
RGN ATA 208	Avg no of weeks stay in Homeless TA (exiting TA) - Private Sector Lease	55.90 weeks	126.00 weeks	40.14 weeks	0.00 weeks				<p>Q2 We no longer have any households using Private Sector leased properties as Temporary Accommodation.</p>	Team Leader Tenancy Services
RGN ATA 209	Avg no of week stay in Homeless TA (exiting TA) - other arranged by LA	4.82 weeks	0.00 weeks	4.61 weeks	6.86 weeks				<p>We plan to use self contained accommodation owned by the bed and breakfast proprietor instead of rooms in the B&B.</p> <p>21 households were accommodated in this type of accommodation during the period.</p>	Team Leader Tenancy Services



8) The environment is protected and enhanced for all

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		











Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
HMO HPI 013	15iii) The number and proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard by criteria. Energy efficient - Percentage	100.00 %	100.00 %	100.00 %	100.00	100.00			All Council Housing stock meets the requirement of the SHQS Energy Efficiency criteria. The Energy Efficiency Standard for Social Housing (ESSH) now supersedes this indicator. The target date to meet ESSH is 2020.	Team Leader - Planned Works & Compliance
HMO HPI 157	The % of the council's housing stock in scope of the ESSH that meet the standard		61.71%	65.90%	68.1%				<p>Work continues to ensure the stock meets the ESSH standard by the target date of 2020. Current capital projects such as Heating Upgrade window replacement and external thermal insulation contribute to achieving the standard.</p> <p>Good progress to Quarter 2 has also been made through our central heating replacement programme. Key completed upgrades are as follows</p> <ul style="list-style-type: none"> • 110 Heating Systems Upgraded • 353 Properties have had window replacement with Energy Efficient replacement windows <p>In November a contract to upgrade 50 Non-Traditionally built properties in Clackmannan, Alloa , Sauchie , Tillicoultry and Alva has commenced. This is to carry out external wall cladding.</p> <p>A data cleansing exercise is currently underway reviewing and consolidating</p>	Team Leader - Planned Works & Compliance

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
									our EPC and ESSH information and we expect to report significant progress by the end of the financial year.	

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

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
HCS AB2 GOV	% Sickness absence (Housing & Community Safety)	4.93%	5.29%	5.94%	7.77%	5.00%			The sickness absence across the service has increased compared with the full year last year. Whilst short term absences have reduced, a number of long term absence cases continue to affect the attendance figures. A robust system is in place internally to ensure that all cases are managed timeously and in line with Council policy, and all staff have been issued again with details of the Attendance and Wellbeing leaflet and details of what to do if they are unable to attend work due to ill health. All managers are receiving training on the new Capability Policy and Procedures which now includes measures to address capability on health grounds.	Head of Housing & Community Safety
HCS CUS 015	Percentage of FOI requests dealt with within timescale by Housing		100%	99%	100%	100%			To the end of Q2 the Service received 130 FOI enquiries. All of these were	Head of Housing & Community Safety;





Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
	and Community Safety								dealt with within timescale.	Service Manager, Housing Management Operations; Service Manager Strategy & Revenues
HCS CUS 016	Percentage of Councillor enquiries dealt within timescale	100%	100%	100%	99%	100%	?	↓	Out of the 101 Councillor enquiries received by the Service to the end of Q2, 100 were responded to within timescale. 1 enquiry was responded to out with timescale due to an administration error.	Head of Housing & Community Safety; Service Manager, Housing Management Operations; Service Manager Strategy & Revenues
HCS CUS 048	The percentage of new tenants satisfied with the standard of their home when moving in	83%	94%	97%	98%	98%	?	↑	We continue to work closely with new tenants to ensure that the standard of the property meets their expectation. This is reflected in the high level of satisfaction.	Team Leader Tenancy Services
HCS CUS 049	Percentage of tenants who have had repairs or maintenance carried out in the last 12 months satisfied with the repairs and maintenance service	86%	85%	98%	99%		?	↑	The level of satisfaction with repairs to the end of the year remains high.	Team Leader - Repairs
HCS CUS 050	Percentage of first stage complaints to Housing and Community Safety (inc Revs) responded to in full		100%	100%	100%		?	▬	24 first stage complaints were received by the service to the end of Q2. Performance remains consistent with all complaints being responded to in full.	Head of Housing & Community Safety; Service Manager, Housing Management Operations; Service Manager Strategy & Revenues
HCS CUS 051	Percentage of first stage complaints to Housing and Community Safety (inc Revs) responded to in full within SPSO timescale		100%	100%	100%		?	▬	24 first stage complaints were received by the service to the end of Q2. Performance remains consistent with all complaints being responded to in full within the SPSO timescale.	Head of Housing & Community Safety; Service Manager, Housing Management Operations; Service





Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
										Manager Strategy & Revenues
HCS CUS 052	Percentage of first stage complaints to Housing and Community Safety (inc Revs) Upheld		52%	45%	38%				9 out of the 24 complaints received were upheld or partially upheld. The service continues to complete "lessons learned" for each complaint upheld.	Head of Housing & Community Safety; Service Manager, Housing Management Operations; Service Manager Strategy & Revenues
HCS CUS 053	Percentage of second stage complaints to Housing and Community Safety (inc Revs) responded		100%	100%	100%				6 second stage complaints were received by the service to the end of Q2. Performance remains consistent with all complaints being responded to.	Head of Housing & Community Safety; Service Manager, Housing Management Operations; Service Manager Strategy & Revenues
HCS CUS 054	Percentage of second stage complaints to Housing and Community Safety (inc Revs) responded within SPSO timescale		100%	100%	100%				6 second stage complaints were received by the service to the end of Q2. Performance remains consistent with all complaints being responded to within the SPSO timescale.	Head of Housing & Community Safety; Service Manager, Housing Management Operations; Service Manager Strategy & Revenues
HCS CUS 055	Percentage of second stage complaints to Housing and Community Safety (inc Revs) upheld		60%	42%	17%				There has been a reduction in the % of 2nd stage complaints upheld compared with the previous year. 1 complaint out of the 6 received was upheld.	Head of Housing & Community Safety; Service Manager, Housing Management Operations; Service Manager Strategy & Revenues
HMO ALL 035	% of rent due lost through properties being empty during the last year	1.10%	0.61%	1.45%	1.00%	0.60%			The % of rent lost due to properties being empty has reduced up to the end of Q2, compared with the full year figure in 2016/17. This is due to the improvements implemented by staff to	Tenancy Services Coordinator - Housing Options; Team Leader Tenancy Services

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
									reduce the time taken to carry out repairs and match the property to a suitable applicant.	
HMO HPI 001	% Properties with Current Gas Safety Certificate	100%	100%	100%	100%	100%	?	■	The service continues to prioritise gas safety checks and maintain this excellent performance.	Team Leader - Repairs
HMO PRO 005	Average Length of Time Taken to Complete Emergency Repairs (i) The total number of emergency repairs completed in the last year (ii) The total number of hours taken to complete emergency repairs	1.95	2.01	2.21	2.65	2.01	?	↓	There has been a change in our repairs policy for responding to emergencies from 4 hours to 8 hours. This has led to a small increase in our response time, but we still strive to improve our response to all repairs.	Team Leader - Repairs
HMO PRO 006	Average Length of Time Taken to Complete Non-Emergency Repairs (i) The total number of non-emergency repairs completed in the last year (ii) The total number of working days to complete non-emergency repairs	6.28	5.94	7.11	3.50	4.50	?	↑	There has been a significant improvement in the average time taken to complete non emergency repairs. Through the implementation of our change programme, we focus on what matters to the customer which is to give an appointment at a time that suits the customer and to complete the repair in one visit. We aim to offer an appointment within 2-3 days.	Team Leader - Repairs
HMO PRO 007	Percentage of reactive (non-emergency) repairs completed right first time during the reporting year (i) Number of reactive repairs completed right first time during the reporting year (ii) Total number of reactive repairs completed	91.6%	93.5%	95.2%	97.2%	96%	?	↑	As above, we have improved the right first time percentage. We have reduced the number of call backs and try to ensure that, where a further visit is required, the same operative goes back to the repair.	Team Leader - Repairs
HMO PRO 008	Percentage of repairs	90.09%	99.91%	98.67%	95.33%	100%	?	↓	Repair appointments kept have	Team Leader - Repairs




Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
	appointments kept (i) Do you operate a repairs appointment system Y/N? (ii) Number of reactive repairs appointments made into the last year (ii) The number of appointments kept in the last year								decreased slightly due to a temporary problem with the transfer of information from our IT system to the mobile phones which meant that some appointment times were not transferred to mobile and some appointments were missed. The problem is now fixed but this has affected the result up to Q2 for this indicator.	
HMO TEM 010	Rent collected as percentage of total rent due in the reporting year (i) The total amount of rent collected in the reporting year (ii) The total amount of rent due to be collected in the reporting year (annual rent debit)	99.05%		98.82%	100.91 %	99.5%	?	↑	100.91% of rent due has been collected in the first half of the year.	Team Leader Tenancy Services
HMO TEM 011	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (i) The total value (£) of gross rent arrears as at the end of the reporting year (ii) The total rent due for the reporting year	7.39%	7.95%	8.39%	8.81%	7.5%	?	↓	This figure has increased in the first half of the year compared with last year. Further analysis has again shown that the impact of Universal Credit has greatly impacted on our ability to reduce our arrears. As Clackmannanshire is now in 'full service' we now have nearly 400 Universal Credit cases. Scottish flexibilities may assist us in recovering rent arrears for those on Universal Credit, as we can apply for payment direct to the landlord from the second assessment period. For all other arrears cases we are currently analysing the effectiveness of the interventions we use.	Team Leader Tenancy Services

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
RAP CTA 007	NDR in year collection rate	97.26%	98.15%	97.09%	42%	56%			The collection rate at the end of quarter 2 was 14% points (42% collected versus target of 56%) behind our historical target, this position has fully recovered in October. Recovery action legally cannot current take place until October in the billing year and some business do make use of this period to assist with cashflow. As members will be aware the arrangements for billing and recovery are under consideration as part of the Governments implementation of the Barclay review.	Service Manager Strategy & Revenues
RAP CTA 011	Sundry debt in year collection	73.95%	73.84%	86.8%	89.2%				Currently collection rate is 89.22% of the £6,465m of invoices raised, only £696k is currently outstanding. The service is working with Tech 1 and exploring with services measures to continue to improve collection rates. The collection rate does have a tendency to drop back at the year end, as when invoices are raised late in the financial year, it doesn't then allow for any meaningful recovery action to take place.	Service Manager Strategy & Revenues
RAP CTA 019	Debt collection rates > 90 days	33.46%	43.10%	65%	82%				Whilst improvements have been made to current collection rates of recent debt and overall debt has reduced by £371k (£2,283m to £1,912m), long term historic debt is making up a larger proportion of this total. Some of these cases involve a few large invoices for business which have ceased trading	Service Manager Strategy & Revenues

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
									and likely to be presented for write off in June 2018. Reconciliation of the accounts held with our sheriff officers is continuing to take place and based on this further internal discussions will need to be held as to whether this debt is recoverable and what further steps might be able to be taken.	
RAP CTA 020	Number days taken on average to process new benefits claims	32	34	23	23				Although performance has been maintained, the Council is no longer the main conduit for dealing with new claims for housing cost assistance in the Clackmannanshire Area with Universal Credit full service going live. The cases we are predominately dealing with are challenging and generally might require more work to process, so it is anticipated that this figure will increase as we don't have the volume of passported DWP claims to bring down the overall average..	Service Manager Strategy & Revenues
RAP CTA 021	Number of days taken on average to process changes to benefits claims	12	14	5	7				Figure is currently higher than the year end figure for two reasons. 1. The year end figure is positively impacted by rent increase processing which are counted as 1 day changes and 2. similar to the new claims, as the gateway to HB is closed we need to be mindful that the Council subsidy from DWP is not put at risk by awarding HB when we should be advising customers to apply for UC.	Service Manager Strategy & Revenues

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
RAP CTA 022	Percentage of applications to Local Social Fund processed within 2 days (Crisis grants)	100%	100%	84%	100%	100%			These figures are based on our local recording systems. We have now had the Scottish Government team visit us and work with the team and they have advised us that they will continue to use the figures from our host system that we still feel doesn't accurately reflect the customers experience. They have also requested cases that we have kept open such as those affected by HMRC tax credit issues, that we should close down these applications at each award stage and thus require the applicant to re-apply. We don't believe this to be the correct decision for the customers who will need to make multiple application or for our processing staff. Our engagement with the Government team will continue on this point. Given the significant increase in volume of applications we fully expect our QTR3 figures to be adversely affected, however we have received permission following a review of revenues to recruit staff to assist in this area.	Service Manager Strategy & Revenues
RAP CTA 023	Percentage of applications to Local Social Fund processed within 28 days (Community Care grants)	100%	100%	93%	100%	100%			These figures are based on our local recording systems. We have now had the Scottish Government team to visit us and work with the team and they have advised us that they will continue to use the figures from our host system	Service Manager Strategy & Revenues

Code	Description	2014/15	2015/16	2016/17	2017/18				Latest Note	Lead
		Value	Value	Value	Value	Target	Status	Long Trend		
									that we still feel doesn't accurately reflect the customer's experience. Given the significant increase in volume of applications we fully expect our QTR3 figures to be adversely affected, however we have received permission following a review of revenues to recruit staff to assist in this area.	

Code	Description	Expected Outcome	Progress	Due Date	Completed Date	Latest Note	Lead
HCS SBP 075	Review the HRA Financial Business Plan		<div style="border: 1px solid black; background-color: #4f81bd; width: 80%; text-align: center; padding: 2px;">80%</div>	31-Dec-2017		Clackmannanshire Tenants and Residents Federation have reviewed and consulted on modelled scenarios for the HRA Financial Business Plan. A report will be presented to Council in December 2017.	Team Leader - Business Management
HCS SBP 076	Implement the integrated Housing IT system		<div style="border: 1px solid black; background-color: #4f81bd; width: 20%; text-align: center; padding: 2px;">20%</div>	31-Mar-2018		The implementation of the project has slowed due to a resourcing issue with Technology One.	Team Leader - Business Management
HCS SBP 081	Complete the Asset Management Plan 2018-2023		<div style="border: 1px solid black; background-color: #4f81bd; width: 50%; text-align: center; padding: 2px;">50%</div>	31-Mar-2018		Stock condition is complete and indicative costs identified.	Service Manager, Housing Management Operations



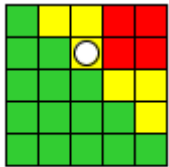
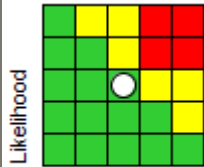
Service Risks

Approach Treat

Resources Reduce Below Manageable Levels		Priority Outcome	The Council is efficient, effective and recognised for excellence	Status		Change Since Last Review	
Head of Housing & Community Safety	HCS SBP 001			Current Score	15	Target Score	5
Description	Financial pressures worsen to a point where buildings, physical assets, technologies and supplier contracts can no longer be maintained, used or improved and staff numbers reduce to levels below the service's functional requirements.			Likelihood		Impact	Likelihood
Potential Effect	Inability to complete required redesign and project work, disturbance to core service delivery and failure to fulfil fundamental goals and duties, with associated financial, legal and reputational implications, particularly if resource reductions coincide with increased demand.						
Latest Note	This risk is being managed through the related actions. An update on these actions is provided in the content of the performance actions updates.						
Related Actions	Review the HRA Financial Business Plan	Team Leader - Business Management		Existing Controls	Budget Challenge & Financial Monitoring		
	Implement the integrated Housing IT system	Team Leader - Business Management			Corporate Asset Management Strategy		
					Interim Workforce Strategy		

Loss of Staff Knowledge, Skills and / or Goodwill		Priority Outcome	The Council is efficient, effective and recognised for excellence	Status		Change Since Last Review	
Service Manager, Housing Management Operations	HCS SBP 002			Current Score	12	Target Score	9
Description	The lack of a corporate approach to knowledge management leads to the loss of tacit information, knowledge and experience held by staff members as the workforce contracts due to reducing budgets, which also reduces ability to appropriately train and develop staff.			Likelihood		Impact	Likelihood
Potential Effect	Neglect of key or statutory duties if remaining staff are unaware of requirements or unequipped to fulfil them, increased pressure on staff, reduced satisfaction, morale and willingness to add value or contribute to improvement activities, complacency, lowered standards, increased absence and future recruitment difficulties.						

Latest Note	This risk is being managed through the related actions. An update on these actions is provided in the content of the performance actions updates.				
Related Actions	Training records collated for full service and training plan established.	Service Manager, Housing Management Operations	Existing Controls	Maximising Attendance & Employee Wellbeing Policy	
	Continue assessment of demand and current resource and skill base to address gaps.	Service Manager, Housing Management Operations		Information Management Strategy	
				Workforce Learning & Development Strategy	

Strategies Do Not Provide Clear, Deliverable Direction		Priority Outcome	The Council is efficient, effective and recognised for excellence	Status		Change Since Last Review	
Team Leader - Business Management	HCS SBP 003			Current Score	12	Target Score	9
Description	Policies and strategies do not clearly set out realistic actions to achieve the required outcomes within appropriate timescales with available resource.						
Potential Effect	Unfulfilled objectives, loss of balance between project work and core service delivery, resulting in backlog of unmet demand, or negative reports from regulatory bodies and closer future scrutiny, all with additional reputational damage.						
Latest Note	This risk is being managed through the related actions. An update on these actions is provided in the content of the performance actions updates.						
Related Actions	Redesign Estate management service to focus on customer priorities.	Team Leader - Repairs	Existing Controls	Business Planning Process			
	Review the Local Housing Strategy	Service Manager Strategy & Revenues		CMT & Committee Approval Process			
	Complete the Asset Management Plan 2018-2023	Service Manager, Housing Management Operations					
	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.	Service Manager, Housing Management Operations					

Approach Tolerate

Focus on Transformation Rather Than Need		Priority Outcome	The Council is efficient, effective and recognised for excellence	Status	✔	Change Since Last Review	➔
Head of Housing & Community Safety	HCS SBP 004			Current Score	9	Target Score	9
Description	Transformation itself becomes the goal, rather than addressing the reasons for which transformation is required, such as modernising working practices, exploiting emerging technologies, responding to changing demand, demographics, customer need and preferences etc.						
Potential Effect	Significant wasted resources and potential impact on productivity and service delivery, while new services and processes may not address the required issues with efficiency and effectiveness declining, rather than improving, and resulting failure to make savings or increase income.			Likelihood		Likelihood	
Latest Note	This risk is being managed through the related actions. An update on these actions is provided in the content of the performance actions updates.			Impact		Impact	
Related Actions	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.	Service Manager, Housing Management Operations		Existing Controls	Customer Consultation & Communication		
					Tenant Participation Strategy		
					Vanguard Principles & Techniques		

Missed Improvement Opportunities		Priority Outcome	The Council is efficient, effective and recognised for excellence	Status	✔	Change Since Last Review	➔
Service Manager Strategy & Revenues	HCS SBP 005			Current Score	9	Target Score	9
Description	Opportunities for improving efficiency are not taken due to a risk averse culture, delays in senior management or elected member decision-making or a lack of long-term planning and vision to identify actions required now to ensure robust and sustainable services are in place to meet future needs.						
Potential Effect	Vanguard principles not rolled out to remaining teams leading to disjointed approaches and continuing inefficiency in areas where working practices require improvement, lack of action contributes to worsening resource pressures and standards fall below those in other authorities, and those expected by regulatory bodies.			Likelihood		Likelihood	
Latest Note	This risk is being managed through the related actions. An update on these actions is provided in the content of the performance actions updates.			Impact		Impact	
Related Actions	Review the HRA Financial Business Plan	Team Leader - Business Management		Existing Controls	Invest to Save Principles & Processes		
					Making Clackmannanshire Better Programme		

				Vanguard Principles & Techniques			
Lack Of Appropriate Governance or Scrutiny		Priority Outcome	The Council is efficient, effective and recognised for excellence	Status		Change Since Last Review	
Team Leader - Business Management	HCS SBP 006			Current Score	6	Target Score	6
Description	Failure to effectively manage performance or comply with corporate governance requirements during transitional periods of service redesign, or a lack of scrutiny from senior management or elected members during periods of political instability results in a governance failure.						
Potential Effect	Potential for harm to individuals and / or financial penalties from insurance claims or breaches of statutory duties, negative publicity and/or attention from audit/regulatory bodies.			Likelihood		Likelihood	
Latest Note	This risk is being managed through the related actions. An update on these actions is provided in the content of the performance actions updates.			Impact		Impact	
Related Actions	Housing Officers use the MCB improvement budget in consultation with local communities to maximise its impact.	Team Leader Tenancy Services	Existing Controls	Covalent Performance Management System			
				Governance & Audit Processes			
				CMT & Committee Approval Process			
Strategies Do Not Meet Local / Corporate / National Needs		Priority Outcome	The Council is efficient, effective and recognised for excellence	Status		Change Since Last Review	
Team Leader - Business Management	HCS SBP 007			Current Score	5	Target Score	5
Description	Policies and strategies are not fit for purpose due to decisions not taking into account appropriate data, evidence or consultation information, or not being aligned to corporate, community planning or national goals and plans.						
Potential Effect	Focus on the wrong actions and / or outcomes, wasted time and money, duplication or contradiction of actions by other services or partners, failure to meet customer or statutory requirements, associated reputational and legal implications.			Likelihood		Likelihood	
Latest Note	This risk is being managed through the related actions. An update on these actions is provided in the content of the performance actions updates.			Impact		Impact	
Related Actions	Review the Housing Allocation Policy	Service Manager, Housing Management Operations	Existing Controls	Customer Consultation & Communication			
	Review the Local Housing Strategy	Service Manager Strategy & Revenues		Community Safety Partnership Strategy			
	Complete the Asset Management Plan 2018-2023	Service Manager, Housing Management Operations		CMT & Committee Approval Process			

2017-18 Q 2 - HRA Capital Programme & SHQS**Completed Works to 30 of September 2017**

Project	Number of Houses Completed
Window Replacement Programme	Sidey and PCU completed a total of 353 windows up to the end of quarter 2. Tenant 91% overall. The window replacement programme is a key factor in our energy efficiency plan to achieve the EESSH standard by 2020.
Bathroom Replacements -	6 properties completed (PCU)
Kitchen Replacement – PCU	Kitchens completed during Q2 totalled 114 properties. This was lower than projected due to resources being prioritised for school upgrades. The Clackmannanshire Tenants and Residents Federation carried out a joint inspection of pilot houses and feedback was extremely positive. This is the first year of a rolling 20 year kitchen replacement programme.
Disabled Bathroom Adaptations	126 adaptations
Central Heating Upgrades	Good progress with 110 homes upgraded. This is a key part of strategy to meet the May 2020 EESSH.
Safe Electrical Tests & Upgrades	225 tests, 129 upgrades
Roof Replacements	1 property completed
Roughcast /Cladding Replacement	21 properties completed
Roof and Render	66 properties completed
Secure Door Entry Upgrades	4 blocks of flats completed (36 properties) 5 blocks programmed (14 programmed) CCTV installation to 6 different locations, 2 completed, 4 programmed
Fencing Replacements	74 Houses complete
Asbestos Testing	83
Asbestos Removal Works	164
Stock Condition Surveys	Stock condition surveys are currently underway in the Alloa area. In Q2 there were 94 external surveys and 14 internal surveys completed. These surveys are essential for forward planning and for returns to the Scottish Housing Regulator.













Completed Damp/ Rot Works	24 Homes completed all of which have been related to rising dampness and condensation related issues. The majority of works consisted of thermal boarding, ventilation upgrade and DPC injections.
"Off the Shelve" Refurbishments to SHQS	4 properties purchased and refurbished/to be completed
Structural Works	1 project ongoing @ 8 Rankine Wynd
External Thermal Wall Upgrade / Energy Efficiency Programme	Commenced 8 th of November 2017.
Demolition – Print Works @ Clackmannan	Commencing 27 th of November 2017



Planned Work and Compliance Team Projects (by Service)

On Site @ Construction Phase

Title	Start	Due	Status	Progress	Budget	Latest Note
Tron Court Precinct Refurbishment	Sept 2017	Feb 2018			£493,000.00	Good progress on site. Due to complete on schedule.
Demolition – Old Printworks and Shop units @ Main Street Clackmannan	Nov 2017	Jan 2018			£60,000	On schedule. The old print works has been closed for 30 years and the community have been supportive working with us.
Clackmannan Primary School Upgrade	Apr 2015	Aug 2019			£1,670,000	Good progress on phase 3 of this project. Preparatory works now commenced for phase 4.
Alva Nursery and Community Hub Upgrade	Apr 2016	Aug 2018			£699,450	The nursery opened in August 2017. Design works currently being carried out for the remaining phase.
Park Primary School – Central Heating	Oct 2017	Dec 2017			£214,000	Contractor now on site. Works on schedule to be complete by December 2017.

Title	Start	Due	Status	Progress	Budget	Latest Note
Replacement – Phase 3						
Sauchie Nursery Extension	Nov 2017	Apr 2018			£50,000	Work has started on site. Due to complete on schedule.
Alloa Secondary Support – Additional Classroom	Aug 2017	Oct 2017			£20,000	Work complete. Now in defects period.
Kelliebank & Forthbank Refurbishment	Nov 2017	Nov 2018			£313,000	Fencing work has started at Forthbank. Yard layout to be determined and agreed. Central heating upgrade at Kelliebank at design stage.
CCTV Upgrade – Kelliebank	Jan 2017	Nov 2018			£60,000	CCTV upgrade now in defects period.
DDA Compliance Works – Sunnyside Primary School	Apr 2016	Mar 2018			£20,000	Works on site to upgrade access to Sunnyside Primary School to the gym hall.
Banchory Primary School: Additional Classroom and	Apr 2018	Aug 2018			£200,000	Now in defects period.

Title	Start	Due	Status	Progress	Budget	Latest Note
Nurture Room						
Menstrie PS: Additional Classroom	Apr 2018	Aug 2018			£120,000	Temporary classroom now operational.
Fire and Intruder Alarm Upgrades	Oct 2016	Oct 2019			£120,000	Awaiting further procurement of term contract.
Park PS: Additional Classroom and New Library/Learning Support Room	Nov 2015	Mar 2018			£63,250	Now in defects period.
Menstrie PS: Roof Replacement	June 2015	Mar 2018			£47,000	Now in defects period.
Six Facet Corporate Buildings Survey	Oct 2016	Oct 2017			£125,000	Validation being carried out. Report on findings due to go to Council.

Pending due to commence

Title	Start	Due	Budget	Latest Note
St Mungos School Alloa – Damp and Solum treatment	tba	Aug 2018	£185,000	A plan of necessary works and the associated costs have now been established. Report scheduled for December Council seeking approval to proceed with the works.

Title	Start	Due	Budget	Latest Note
Kilncraigs Floor 3 – re-configuration	Dec 2017	Feb 2018	£5,000	Design is complete. Due to start with in house trades resource in December 2017.
Dollar Sports Pavilion Creation	Jan 2018	Apr 2018	£30,000	Design proposal is complete. Now with multi trades contractor to provide costs.
Strathdevon Primary School Dollar – Classroom Re-configuration	Jan 2018	Apr 2018	£30,000	Designs now complete. Now with multi trades contractor to provide costs.
Craigbank Primary School Upgrade	tba	Mar 2020	£1,412,000	Early stages of planning for this large project.
Demolition of Bus Depot @ Lochies Road Clackmannan	tba	June 2018	£70,000	Contract in place.
St Serfs Primary School Tullibody – Asbestos Removal	tba	Dec 2018	£30,000	Preparing to go out to tender.
ABC Nursery Roof Upgrade – Alloa	tba	Summer 2018	£80,000	Roof made safe. Report due to Council in December for approval of budget.
Spiers Centre Alloa – Drainage &	tba	Summer	£30,000	£30k for heating replacement. Claim against contractor pending for latent

Title	Start	Due	Budget	Latest Note
Central Heating Replacement		2018		defects for £30k.
Deerpark PS: Refurbishment and Nursery	Apr 2017	Mar 2021	£640,000	Design work currently being carried out.
Village & Small Town Centre's Initiative: Tilllicoultry	Apr 2018	Mar 2021	£550,000	Still to commence.

Completed Projects

Alloa Secondary Support Unit: Windows, Flat Roof Replacement and Form New Fire Exit	Apr 2015	Oct 2017	£125,000	Complete.
Deerpark/ Lochies PS: Flat Roof Replacement	June 2015	Oct 2017	£400,000	Complete
Council Housing New Build: Fairfield School Site	Sep 2013	Oct 2017	£2,160,000	Complete.
Alva Pool Demolition	Apr 2015	Aug 2017	£150,000	Complete.
Alloa Town Hall: Boiler Replacements	Oct 2015	Nov 2017	£55,000	Complete.

Report to: Scrutiny Committee

Date of Meeting 21 December 2017

**Subject: Resources & Governance Performance Report April to
September 2017-18**

Report by: Head of Resources & Governance

1.0 Purpose

- 1.1. This paper reports to Committee Resources & Governance performance for the first half of 2017 /18.
- 1.2. The report highlights service activity, and performance between 1 April 2017 and 30 September 2017. It also identifies opportunities and risks.

2.0 Recommendations

- 2.1. The Committee is asked to note the report, comment on and challenge performance as appropriate.

3.0 Service Activity

- 3.1. The Resources & Governance Services mission is to provide high quality, professional, value adding proactive advice, services and support to enable the Council to fulfil its priority objectives

3.2. *Health and Social Care Integration*

A number of specific supporting activities have taken place including:

- Drafting of the interim workforce planning for the Partnership in collaboration with colleagues from Stirling and Falkirk Councils, with presentations to the HR Working Group, Senior Leadership Group, and Joint Management Team.
- Provided facilitation support to the Clackmannanshire Innovation event in April.
- A network connection was established to NHS Forth Valley to allow access to NHS software from Clackmannanshire buildings. A number of tactical solutions have also been put in place to allow officers involved in Health and Social care Integration to be able to work effectively from Clackmannanshire, Stirling or NHS sites.

- Working with the IJB Chief Finance officer and the adult service to verify and quantify the financial position and develop a recovery plan

3.3. **Human Resources**

Organisational (OD) and Learning (LD) Development

Clacks Academy saw increased uptake as a result of promotion, and updates to course content. A total of 3392 separate courses were completed, with an average of 1.21hrs of learning per individual. Completion rates to date equate to a 69% increase over the previous full year.

A total of 57 courses have been added to the Clacks Academy including a course on Health & Safety

Additional investment was made to increase the amount of mobile and tablet compatible courses which can be created 'in house'. This aims to increase uptake of learning opportunities by cohorts of staff (trades, craft, lower grade) who do not have regular access to PCs. Current courses in development using these tools include a Corporate Induction, GDPR, and a redesign of the Prevent ELearning course.

A total of 11 face to face workshops have been run, covering a range of topics.

12 Training awareness sessions are also scheduled for Capability and Disciplinary procedures and which will be delivered by the HR Business Partners (HRBP) over the coming months.

A successful tender was made for soft skills training; covering the provision of supervisory skills, change management, and managing employee behaviour. The tender secures the provision of this training for the next three financial years.

A blueprint was approved with Midland HR to develop a digital PRD process for the Council with a provisional roll out date of January 2018.

Plans have been approved with Social Services colleagues to roll out an OD Programme in support of the recent organisational restructure. This includes undertaking a skills analysis with the Intensive Support Team.

An application to the Workforce Development Fund, targeting lower graded staff, will be completed in Q3, with training anticipated (if successful) during Q4 / Q1 18/19.

Payroll/iTrent Development

Continuous improvement of payroll processes has led to streamlining and improvements in many areas, for example automated data loaders are being introduced to replace manual inputting and several new checking reports/Audits are now in place.

iTrent was configured to cope with the new legislative requirement of the Apprenticeship Levy, this is now calculated and paid over to HMRC as part of the monthly payments. The new Off Payroll system has been built and

configured to incorporate the new legislative change on the treatment of the old IR35 ruling, so Clackmannanshire Council is ready to accept this category of employees on to the system.

The Teachers Pension Return was submitted a day earlier than deadline for the first time in several years, due to better report planning and the diligence of the Payroll team in checking data manually.

The LGPS Return was also submitted before the agreed deadline with Falkirk, a significant improvement on recent years, again due to improved planning and reporting.

All Pension forms are now complete with a balance of zero outstanding, for the first time in recent years.

Employee Self Service claiming for Additional hours and Overtime is ready to be rolled out Council wide. It is currently running in 2 pilot areas successfully. Reports are being developed to scrutinise what is being authorised.

The leavers process is currently in development and being built into the system where managers will complete the process. Workflow processes are currently being built and tested.

Key statistics are included at Appendix 2.

Health and Safety

Seonaid Scott joined the team on 1 September as Health and Safety Adviser

The Council Health & Safety Policy has now been agreed and a programme to review the other 40+ policies and procedures is in place.

An Action Plan has been developed following the Gallagher Bassett review and work is ongoing to implement this. A presentation to Tripartite was made to ensure discussion and consultation on the future direction of Health and Safety Management.

A programme of self audits has been carried out that is informing the development of the formal audit programme. Two members of the H&S team are undertaking the NEBOSH Fire Safety Certificate which will allow in house resources to carry out Fire Risk Assessments in future.

There have been 1262 reported accidents (181 staff 1081 non-staff) of which 10 were reportable under RIDDOR (8 staff and 2 non-staff).

Human Resources Business Partnering

VS applications continue to be progressed. In 2017/18 169 applications have been processed comprising 117 VR and 52 VS. So far this year, 14 staff have left or will leave on VR and 10 on VS.

Forty five investigations are ongoing in relation to disciplinary, grievance or capability proceedings and 49 cases were concluded.

After extensive positive consultation with Trade Unions and Service representatives, 4 policies have been signed off by Council: Recruitment and Selection, Maximising Attendance, Capability and Disciplinary. A number of supporting documents have also been created to support line managers and are now available on CONNECT.

Further new policies including Casual Workers, Family Friendly policies, Job Evaluation, Alternative Ways of Working, Carers, Ill Health and Flexible Retirement are being finalised ready for consultation through the Policy Group.

3.4. Legal and Democratic Services

Lindsay Thomson was appointed as the Legal and Democratic Services Manager in September. This is one of a number of staffing changes in the legal team. Two solicitors have been appointed on a permanent basis. A further two vacancies are in the process of being filled. Work is ongoing to review the current case load and systems that record information and management information that is provided. This will enable the development of clear performance measures for the service and, where legally possible, the reporting of cases of interest or high profile in which the Council is involved. Legal services have also continued to provide support to policy developments, such as the housing loan initiative for common repairs. There have already been some improvements in process, for example creating a summary of all of the Council's leases so that the key legal provisions are available to those managing the leases.

The retirement and resignation of long standing post holders leads to a loss of historical knowledge so the current priority is reviewing existing case files and improving the collective management of cases across the team while continuing to provide a legal service on a number of corporate projects and in cases concerning the most vulnerable people in society.

The final sales of Council houses under the right to buy scheme have now concluded. Sales of council property since April 2017 have been achieved yielding just over £1 million in capital receipts. Work for social work services remains a key element of the work of the team and can have real complexity; a recent case involved trans-Atlantic jurisdiction research in order that a good outcome for the child could be reached.

Equal pay settlements have almost concluded. Work has begun on how to comply with the land registration of all of the Council's titles. Officers recently met with representatives of Registers of Scotland on this issue.

Work is ongoing on the implementation of the General Data Protection regulations due to go live in May of 2018 to ensure that the Council is in shape corporately. The Governance Manager is working closely with the records management project team given the important overlap that there is between the two initiatives.

Work on the future shape of the legal service has been started informed by learning from models adopted by the other teams within R&G and by making links with other local authorities, particularly Stirling and Falkirk.

3.5. **Information Technology**

System Performance

ICT systems have been stable with very little unplanned downtime. There was 100% availability of systems in September with zero interruptions to service..

Guest Wi-Fi has been installed in Kilncraigs and other council buildings.

Security

There have been a number of high profile cyber attacks including the “WannaCry” attack which affected the NHS and other organisations. The Council was not impacted due to a combination of proactive security measures such as regularly patching and upgrading systems. As part of the security compliance regime there is an annual ICT Security Health Check in which external security experts try to find vulnerabilities in Council systems.

New firewalls have been purchased to keep protection up to date and will be introduced incrementally in coming months.

ICT security systems also protect users from viruses and other malware as part of business as usual. On average Council security systems stop around 500000 malicious emails each month.

Contract Management

A review has taken place of all software spend, and all planned contract spend is now supported by purchase orders to give improved compliance with financial regulations and better contract management. Reductions have been achieved in telephony charges as a result of this process.

Business Continuity

Improvements have been made to the business continuity capacity. Backup systems have been reconfigured to restore systems more quickly and reliably. There are nearly 8000 backups every month. Backup power has been extended to provide more cover in the event of a power cut. This has been live tested twice due to power cuts. On both occasions servers continued to run and network links stayed active.

Historical issues with cooling and power to the data centre in Kilncraigs have been resolved satisfactorily and no further issues have occurred

Schools

ICT in schools is an area of growth that places increasing demands for support on the service. In addition to work delivered through the Capital plan, the number of devices in schools continues to grow. New firewalls were installed to keep schools protected. This was part of wider work to reconfigure the way schools connect to SEEMIS (the Scotland-wide schools management information system). This work has led to significant performance improvements.

Other work carried out in schools includes:

- Finished upgrading all schools to new Wi-Fi network . Guest Wi-Fi installed in all three high schools
- Schools phone system upgraded and aligned with the corporate system.
- Upgraded servers in a number of schools to modern versions of hardware and software
- Increase the network bandwidth available to Hillfoots schools by upgrading their network link to Kilncraigs
- Completed the rollout of new laptops to primary schools in each of the three clusters.
- Carried out hardware refreshes in the three Secondary schools, replacing old equipment with modern computers.
- Various enhancements to configuration of network equipment in schools to increase security and ease management overheads.
- Cashless catering revaluation units upgraded to use new pound coins

Digital Strategy

The service has engaged with senior managers to develop a new Digital Strategy. There has been engagement with Microsoft through a number of technical workshops to develop a business case for moving the Council to the Microsoft Office 365 Cloud based software.

Other Activity

Other key activities have included::

- A project has been initiated to replace Social Care systems
- Retirement of legacy systems such as old payroll system
- Extracting historic data to support aged debt recovery
- Project proposals developed in support of City Deal bids.
- Enhancements to systems supporting a new Food Standards project
- Criminal Justice Service moved into Paton's building
- Introduction of online order management in school kitchens

Mentoring

The ICT Service has supported a young person into employment as part of the Council's Corporate Parenting scheme by providing work experience and mentoring.

3.6. **Accountancy**

The main focus of the accountancy team has been in completing the 2016-17 Annual report and Accounts. The report was completed in line with all Council and statutory deadlines No qualifications were noted by the external auditors. This was the first year of Audit Scotland's term as the Council's external auditors which put extra burdens on Accountancy staff because of changes in the way of working and in familiarising the new auditors with the Council's processes and systems.

The treasury management function is actively managing the Council's cash balances and received interest payments. Reports on treasury management have been prepared for Council

Development of the new finance system has become a business as usual task for the Accountancy service. Training on budgeting has been rolled out and new applications in regard to budget monitoring have been implemented. The next phase of development will see a migration to cloud based computing which will enable access from mobile devices.

Accountancy staff have been working intensively with Services on budget proposals and forecasting.

A number of key accountancy posts have been subject to turnover. The external market for qualified accountants is extremely buoyant which has put added pressure on the management team to retain resources and provide a continuity of service.

Procurement

Supporting services in important and complex tendering has included the first use of the innovative dynamic purchasing system and close work with social work in regard to commissioning services. A public consultation of the procurement strategy was completed and work is ongoing to create the new strategy, the procurement annual and contract standing orders

3.7. Internal Audit

Consortium audit arrangements are progressing well with Falkirk. An update report was presented to the Audit and Finance Committee alongside an update on progress with the National Fraud Initiative matching exercise where strong progress has been made in reviewing and completing matches

4.0 Performance, Opportunities, Challenges and Risks

4.1. Information is provided in Annex A

5.0 Sustainability Implications

5.1 Not applicable

6.0 Resource Implications

6.1 Financial Details

6.2 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

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

Yes

6.4. *Staffing*

6.5. There are no staffing implications

7.0 Exempt Reports

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

8.0 Declarations

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

(1) **Our Priorities** (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)

9.0 Equalities Impact

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

Yes No

10.0 Legality

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

11.0 Appendices

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

Appendix A - Covalent performance report
Appendix B – Key Data

12.0 Background Papers


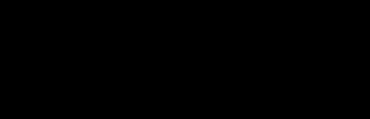
12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No



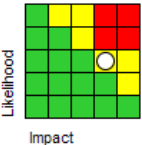









Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stephen Coulter	Head of Resources & Governance	01259 452022

Approved by





NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	
Nikki Bridle	Depute Chief Executive	

Key to symbols used in this report



PIs		ACTIONS		RISKS	
Short Trend Compares this quarter's performance with last quarter		Expected Outcome Manager assessment		Current Rating Likelihood x Impact (1 - 5)	Status
	Performance has improved		Already complete		 Rating 16 and above
	Performance has remained the same		Meet target/complete within target dates		 Rating 10 to 15
	Performance has declined		Will complete, but outwith target		 Rating 9 and below
	No comparison available - May be new indicator or data not yet available		Fail to complete	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.	

Resources & Governance Half Year Progress Report 2017-18

Resources & Governance Indicators







Code	KPI	2014/15	2015/16	2016/17	2017/18	Q2 2017/18		Q2 2017/18	Lead
		Value	Value	Value	Target	Value	Short Trend	Note	
ACC B01 RAG	Performance against phased budgeted spend - Resources and Governance	100.0%	94.3%	98.9%	100.0%			Work will be focussed on maximising the underspend given the overall financial position of the Council	Stephen Coulter
GOV AUD 001	Percentage of Internal Audit plan completed	100%	100%		100%	41%		Steady progress is being made and reported to Audit & Finance Committee	Gordon O'Connor
RAG HS3 GOV	Proportion of Resources & Governance Health and Safety Risk Assessments reviewed and up to date	75.0%	95.0%	100.0%	100.0%	100.0%		R&G continues to focus on its H&S requirements	Stephen Coulter
RAG PPL 003	Percentage of Resources and Governance staff recorded as having completed a PRD	80.0%	40.5%	42.0%	95.0%	50.0%		Work ongoing to complete during the remainder of the year	Stephen Coulter

Corporate Indicators



Code	KPI	2014/15	2015/16	2016/17	2017/18	Q2 2017/18		Q2 2017/18	Lead
		Value	Value	Value	Target	Value	Short Trend	Note	
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	12.12	11.83	14.7	12	3.45		This is a corporate measure. Reports on absence are discussed at Tripartite meetings	Chris Alliston
ALL FOI GOV	Percentage of Council Freedom of Information requests dealt with within timescale		91.1%	92.8%	93.0%	92.4%			Annette McEnaney

COST REDUCING ACTIONS





1 Management Efficiencies

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
COU 178 017	Savings and/or income from increased focus on efficient and compliant business processes. Initial focus on procurement and income maximisation.	31-Mar-2018	<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px;"></div>60%</div>		The Chief Accountant is undertaking work on this. Procurement savings have been noted.	Elaine McPherson
RAG 178 001	Reduction in mobile devices and contract rationalisation	31-Mar-2018	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div>75%</div>		Ongoing work to ensure the use of technology is continuously improving leading to budget savings	Stephen Coulter
RAG 178 002	Reduction in corporate training budget	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div>100%</div>		Complete	Chris Alliston; Stephen Coulter
RAG 178 003	Savings from staff taking voluntary severance	31-Mar-2018	<div style="width: 15%;"><div style="background-color: #4f81bd; height: 10px;"></div>15%</div>		Analysis of the position on VS is ongoing	Stephen Coulter
RAG 178 004	Uptake of flexible working options by staff, eg buy-back leave, term-time, career break etc.	31-Mar-2018	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px;"></div>75%</div>		Analysis of the position is ongoing	Stephen Coulter
RAG 178 005	Negotiated reduction in 2017/18 external audit fee CASH saving	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div>100%</div>		Complete	Stephen Coulter


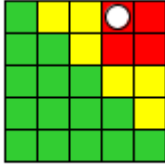
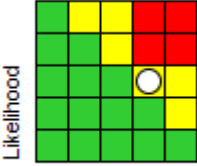
2 Policy Proposals


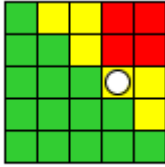
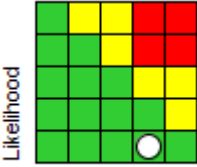
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
COU 178 019	Increase in charges levied by the Council for services it provides generate additional income.	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div>100%</div>		Complete	Nikki Bridle
MCB RAG 039	Remove unsocial hours allowances and buy out contractual elements at cost of £169k, retain night allowances for Social Work.	31-Mar-2018	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px;"></div>0%</div>		Proposals in regard to Ts and Cs were not agreed with JTUC and are being re-submitted for consideration for 2018/19 budget	Stephen Coulter

3 Savings Carried Forward

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
MCB RAG 055	Review of Printing	31-Mar-2018	 80%		Progress has already been made by IT to introduce more efficient use of printers. The actual savings are made up of a number of actions based on behavioural and contractual changes.	John Munro
RAG 167 028	Reduce administrative budgets in line with 14/15 outturns	31-Mar-2017	 100%		Downward pressure will continue to be applied to reduce RAG admin budgets.	Stephen Coulter


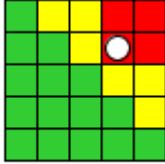
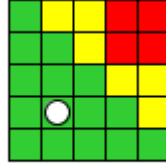
Service Risk Register 2017-18


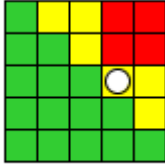
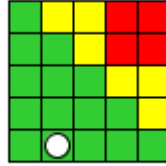
ID & Title	RAG SRR 001	Organisational information and knowledge are not effectively managed due to poor information sharing, records and absence management and succession planning, increased dependence on IT systems and unrecorded knowledge held by staff members.	Status		Managed By	Stephen Coulter; John Munro	Current Rating	20	Target Rating	12
Potential Effect	Increased difficulty and time to access information and loss of tacit information and knowledge when staff leave or are absent, resulting in duplication or non-completion of (possibly statutory) duties. Loss of productivity when systems do not operate effectively, causing frustration and impact on staff morale. Increased risk of DPA and FOI compliance breaches.									
Related Actions	RAG SRR A01	Implement Records Management Plan	Internal Controls	Records Management Plan		Likelihood	Impact			
	RAG SRR A02	Deliver the business benefits from the introduction of the new finance system								
Latest Note										

ID & Title	RAG SRR 002	Lack of corporate compliance with policies, procedures and processes designed by R&G specialists which enable efficient business processes and good governance	Status		Managed By	Stephen Coulter	Current Rating	12	Target Rating	4
Potential Effect	Council suffers reputational or financial loss and/or is unable to maximise best value or realise project benefits. Service has to change approach or objective to ensure corporate or legislative compliance. Dissatisfied customer.									
Related Actions	RAG SRR A04	Undertake full options appraisal of Resources & Governance service delivery models and structure	Internal Controls	Governance Panel		Likelihood	Impact			
	RAG SRR A05	Agree corporate approach to policy/procedure review and align with key policies in Governance strategy and Scheme of Delegation		Governance Improvement Plans						
				Governance & Audit Processes						
Latest Note										

ID & Title	RAG SRR 005	A significant failure of secure ICT systems that has a major detrimental impact on council operations	Status		Managed By	Stephen Coulter; John Munro	Current Rating	10	Target Rating	4
Potential Effect	Council cannot transact vital business. Financial transactions disrupted leading to a loss of council revenue or financial hardship to individuals Loss of confidence in the council and reputational damage Destruction of knowledge assets or costs to recover Operational costs in business due to lost productivity									
Related Actions	RAG SRR A02	Deliver the business benefits from the introduction of the new finance system	Internal Controls	Information & Communication Technology Strategy						
	RAG SRR A06	Business Continuity (IT)		Business Continuity Plans						
	RAG SRR A07	Review options for increasing digital transactions		Operational Business Plan						
	RAG SRR A08	Move to cloud based systems								
Latest Note	Significant improvements to reliability and capacity of infrastructure; improvements to backup and restore capabilities; improvements to Business Continuity arrangements.									

ID & Title	RAG SRR 006	Changing job roles, redundancy and uncertainty of Council's long term direction creates anxiety in staff	Status		Managed By	Chris Alliston; Stephen Coulter; John Munro; Lindsay Sim	Current Rating	12	Target Rating	3
Potential Effect	Stress on staff members leading to absenteeism Loss of engagement of team members and reduced effort Poor quality outcomes for the Council because of weaker central support services Loss of resilience in staff									
Related Actions	RAG SRR A01	Implement Records Management Plan	Internal Controls	Leadership Development Programme						
	RAG SRR A09	Implement a clear workforce strategy and revise supporting employment policies as appropriate		Health & Safety Management System						
				Maximising Attendance & Employee Wellbeing Policy						
Latest Note	Given the additional financial pressures placed on the Council there is an awareness amongst staff of the requirements of the Council needing to change in terms of how it delivers services. There is also an awareness of the requirement to reduce posts however impact on those staff who remain following departure of colleagues on VR/VS is high with perceived increased workloads and stressors. Continued perceived erosion of T&Cs also impacts on resilience.									

ID & Title	RAG SRR 008	Internal R&G and other Corporate projects and activities requiring input from one or more R&G teams	Status		Managed By	Stephen Coulter	Current Rating	16	Target Rating	4
Potential Effect	Resource is diverted to projects resulting in fall in quality or delays in "business as usual" Projects fail Inability to support transformational work						Likelihood  Impact	Likelihood  Impact		
Related Actions	RAG SRR A11	Institute process of time/activity recording in R&G	Internal Controls	Business Planning Process						
	RAG SRR A12	Ensure project plans and other service business plans properly capture the resource requirements on R&G								
Latest Note	Resource constraints are being felt across R&G. Recruitment scrutiny, budget pressure, staff voluntary and peaks of workload are leading to under delivery or delivery outside timescales. Managerial work such as PRDs tends to be de-prioritised									

ID & Title	RAG SRR 009	R&G service reviews don't deliver savings or improved quality of service	Status		Managed By	Stephen Coulter	Current Rating	12	Target Rating	2
Potential Effect	R&G does not adapt to budget pressures Opportunities to capitalise on new technology are lost Job roles remain administrative/support rather than strategic and consultative						Likelihood  Impact	Likelihood  Impact		
Related Actions	RAG SRR A02	Deliver the business benefits from the introduction of the new finance system	Internal Controls	Workforce Planning Process						
	RAG SRR A07	Review options for increasing digital transactions		Contract Standing Orders						
				Council Standing Orders						
Latest Note	.									

Appendix B - Key Data

Amount of Salary Paid Correctly

	April 17	May 17	June 17	July 17	August 17	Sept 17
Total Debits	£3,799,817.83	£3,826,019.92	£3,825,367.75	£3,919,396.67	£3,998,720.06	£3,810,357.90
Amount (£) of Advances Given	£2,337.60	£1,861.82	£780.33			£4,577.10
Amount (£) of 2nd Bacs		£8,418.93	£4,008.34	£4,913.60	£12,762.54	£12,647.00
Correct Total Due	£3,802,155.43	£3,836,300.67	£3,830,156.42	£3,924,310.27	£4,011,482.60	£3,827,582.00
% paid correctly	99.94%	99.73%	99.87%	99.87%	99.68%	99.55%

Cumulatives to Date

	April 17	May 17	June 17	July 17	August 17	Sept 17
Number of Payslips	2656	5,461	8,321	10,976	13,724	16,363
Total Debits	£3,799,817.83	£7,625,837.75	£11,451,205.50	£15,370,602.17	£19,369,322.23	£23,179,680.13
Number of Advances Given	3	9	12	12	12	19
Number of 2nd Bacs		41	9	3	14	14
% paid correctly	99.89%	99.84%	99.86%	99.89%	99.91%	99.88%
Total Debits	£3,799,817.83	£7,625,837.75	£11,451,205.50	£15,370,602.17	£19,369,322.23	£23,179,680.13
Amount (£) of Advances Given	£2,337.60	£4,199.42	£4,979.75	£4,979.75	£4,979.75	£9,556.85
Amount (£) of 2nd Bacs		£8,418.93	£4,008.34	£4,913.60	£12,762.54	£12,647.00
Correct Total Due	£3,802,155.43	£7,638,456.10	£11,460,193.59	£15,380,495.52	£19,387,064.52	£23,201,883.98
% paid correctly	99.94%	99.83%	99.92%	99.94%	99.91%	99.90%

Jobs Advertised 01/04/17 - 30/09/17	Internal/External?		
Service	External	Internal	Grand Total
Development & Environment	16	4	20
Education	140	45	185
Housing & Community Safety	5	3	8
Resources & Governance	14	1	15
Social Services	25	12	37
Strategy & Customer Services	11	15	26
Grand Total	211	80	291

OH/Physio Referrals 01/04/17 - 30/09/17	Number of Referrals Submitted
Development and Environment Services	36
Education Services	30
Housing and Community Safety	47
Resources and Governance	6
Social Services & HSCP	43
Strategy and Customer Services	13
Grand Total	175

iTrent Updates 01/04/17 - 30/09/17	
Change Forms	823
Leaver Form	318
New Starts	322
Others	200
Grand Total	1663

FOI 01/04/17 - 30/09/17	Number Received
Apr-17	6
May-17	6
Jun-17	4
Jul-17	8
Aug-17	11
Sep-17	6
Grand Total	41

Report to: Scrutiny Committee

Date of Meeting: 21 December, 2017

Subject: Strategy and Customer Services: Six Monthly Performance Report

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. This report updates committee on the performance for Strategy & Customer Services for six month period from April-September 2017.

2.0 Recommendations

- 2.1. It is recommended that Committee notes the report, commenting and challenging as appropriate.

3.0 Service Activity - Key Issues

- 3.1. Strategy and Customer Services has a broad remit which is both strategic and operational and corporate and service-specific. The main objectives of the Service are to:

- Support the strategic positioning of the Council;
- Enhance corporate performance and service delivery; and
- Deliver excellent services in local communities.

A full performance report from the Pentana performance management system is attached at Appendix 1, however, key service activity for the year is outlined below.

- 3.2 Civic Events - A number of civic events were supported during the reporting period, with the key events being:

Fly the Red Ensign for Merchant Navy Day on 1st September and Kirkin' Of the Council on 8th October.

- 3.3 Local Offices and Speirs Centre - The service continues to deliver a programme of local events with partner organisations, including weekly Bookbug sessions, author events, Summer Reading Challenge, summer events on behalf of Alloa BID's and regular visits by primary schools. It also

supported a range of community-led events and activities, including Tillicoultry Community Week in August 2017.

- 3.4 Great Tapestry of Scotland - The service worked jointly with CTSI to organise the hosting of the Great Tapestry of Scotland held in the Speirs Centre from June until late August 2017. This event showcased over 140 embroidered panels and provided a great day out for visitors from Clackmannanshire and beyond. It is expected that exhibition will have increased awareness of Clackmannanshire's rich textile history.
- 3.5 Local Archives – The public archives and local history service moved into more modern facilities in the Speirs Centre in October 2017. This service will be actively promoted in the next few months to encourage wider access and community use.
- 3.6 Community Planning – A number of key work streams were progressed during this period, including consultation and agreement on the Local Outcome Improvement Plan 2017-17 (LOIP) and associated Locality Plans for Clackmannanshire. In respect of other aspects of the Community Empowerment (Scotland) Act 2015, for example, Asset Transfer and Participation Requests, 3 Expressions of Interest for asset transfer were received during this period from community groups. A liaison officer was appointed to support groups seeking to develop full applications.

Significant developments continue within the context of Community Justice Transition following Clackmannanshire Alliance assuming responsibility for Community Justice on the 1st April 2017. Key activities progressed as part of the Community Justice Outcome Plan included preparations for a major conference, Resilience in the Face of Adversity, continuing work with schools and further development of the Community Justice Ambassadors programme.

The Clackmannanshire Violence Against Women Partnership is progressing a new strategy for Clackmannanshire in line with the Governments Equally Safe strategy and our Local Outcome Improvement Plan. The Improvement Service has assisted with this work and also in revising our partnership membership and governance arrangements.

The service has supported the development of a Sport and Active Living Framework for Clackmannanshire in partnership with Sports Scotland. The work to date has involved bringing together a range of stakeholders and partners to develop a set of strategic priorities for Clackmannanshire recognising the potential impact of sport and active living on addressing poverty and inequality. The developing framework will be closely aligned with the Local Outcome Improvement Plan for Clackmannanshire.

- 3.10 Community Consultation & Engagement - The service has continued to provide support for consultation and engagement throughout the reporting period. These included consultation on the LOIP and Children's Services Plan.

Third Sector – we continued to support, monitor and advise Third Sector organisations receiving funding from the Council. We also continued to provide liaison and support to Community Councils in Clackmannanshire. This support includes skills and capacity building and also support to develop or

review local community development plans. Engagement and support was provided to a number of communities and voluntary groups in regard of potential community asset transfers arrangements. The service has worked closely with Clackmannanshire Third Sector Interface (CTSI) throughout 2016/17 in this regard.

- 3.11 Counter Extremism and Serious and Organised Crime – We continue to provide corporate support for the Prevent (Counter Terrorism) and Serious Organised Crime strategies through the required Single Point of Contact approach. Following the launch of a Prevent E-learning course, providing a basic awareness of Prevent counter extremism statutory duties for staff, progress is being made on a organisation-wide rollout, as well as delivering the more detailed WRAP training to staff who work with vulnerable people. The council continues to input as a member of the Forth Valley multi-agency Counter Terrorism (CONTEST) strategy group.

An internal Risk and Integrity forum has been established to oversee the Council's Serious and Organised Crime action plan. Officers continue to work with Police Scotland advisors in respect of implementation of the Serious and Organised Crime action plan.

- 3.12 Communications - The service has continued to provide a range of communications support, including media and social media; web and intranet; design and print. On external communications the early months of the period were dominated by the snap General Election and Local Government Election with publicity on voting registration, voting information, and real time results published on social media live from both counts.

The Council's corporate logo was changed in line with the Gaelic Language Plan during this period. The update logo coincided with the change in the Council web address, at the request of the Cabinet Office, to www.clacks.gov.uk. The new logo has been rolled out across all corporate publications including the letterhead Word templates, corporate PowerPoint template and across all new Council publications. It is being introduced on buildings, signage and vehicles as and when they are being refurbished or replaced.

The Council's intranet CONNECT was upgraded to the latest software version; the Council website's content management system was updated and a range of improvements were made to the Scottish Certificates website to improve the customer experience. Over the summer, an Orange Walk and changes to the school bus timetables required significant support from the Communications team. Other major communications campaigns included a foster care recruitment campaign held in autumn 2017, while internally a Health and Safety campaign targeted at improving staff awareness and ultimately improved outcomes. The Mainstreaming Equalities Report, Local Outcomes Improvement Plan and the Children's Services Plan were designed and published in this period. Regular editions of the staff magazine Grapevine were published throughout and work began on the new, refocussed annual residents' publication, Clackmannanshire Focus. Customer feedback remains largely positive.

- 3.13 Income Management System (Parentpay) - The Income Management System (ParentPay) was introduced in November 2015 within the three Secondary Schools Usage and income are recorded below specifically for the period April to September including types of payments and uptake. There has been an increase in the number of accounts created in this period which is in line with the shift to digital and promotion within the P7/S1 induction process.

Lornshill Academy

Trips	£19,450.08	
School Meals	£49,188.06	
Tech/Hospitality	£ 3,662.00	TOTAL £72,300.14

A total of 509 active accounts set up out of possible 1006 parents/carers which equates to 51% usage of ParentPay. This is an increase of 10% on previously reported figures. The total income has decreased which is related to there being fewer large school trips during this period.

Alva Academy

Trips	£21,775.00	
School Meals	£48,938.49	
Tech/Hospitality/Other	£ 14,051.50	TOTAL £84,764.99

A total of 594 parents/carers active accounts are set up out of a possible 848 parents/carers, this equates to 70.5% usage of ParentPay. This is an increase of 6% on previously reported figures.

Alloa Academy

Trips/Tech/Hospitality	£38,074.50	
School Meals	£10,306.21	
Other	£3,278.00	TOTAL £51,658.71

A total of 394 active accounts set up out of possible 685 parents/carers which equates to 57.5% usage of ParentPay. This is an increase of 15% on previously reported figures. There has been a slight decrease in income for school meals, but higher income for trips etc.

- 3.15 Emergency Planning – In liaison with the Local Resilience Partnership and Regional Resilience Partnership, a number of training events for managers was organised to ensure a national level of input and competence. Specific events were held throughout Forth Valley allowing cross-organisational learning.

Following national liaison and networking, our Graduated Security Plan (GraSP) has evolved and will result in enhanced security arrangements for our buildings. Local Training has included Senior Management and Head Teachers.

Following the tragedy at the Jim Clark Rally, the COSLA good practice guidance to adopt an event Safety Advisory Group has been actioned with

selected events having been the subject of this multi-agency planning approach. Further training with community groups will in time expand this remit.

A major review of Rest Centre capacity is under way that will lead to improved capability to respond in a 'Care for People' situation or indeed if needed to provide mutual support to neighbouring authorities.

Strategy, Policy and Improvement - The Service has continued to provide policy and performance support and advice for internal and external colleagues over the reporting period. Policy and performance analysis is also provided by the service across a wide range of service areas and projects including City Deal. A number of major strategies, plans and policies have been developed by the service over the reporting period with contributions made to many others. The service retains a focus on business improvement activity and over this reporting period the service has supported a corporate wide improvement framework, supported the recent Best Value audit and provided direct support to Council services on improving business processes.

- 3.16 Business Support: - Three Business Support Modern Apprentices have been successful in gaining permanent employment following completion of their SVQ3 certificate - two within Clackmannanshire Council. The Service continues to support the apprenticeship scheme for Business Administration apprentices, employing 7 within the Service.

Three customer surveys were undertaken within this period. The overall satisfaction rate was 98%. Further improvements are being undertaken on training on Council systems.

4.0 Financial Performance

- 4.1. This element of the report is intended to complement Corporate reporting arrangements. When considered in conjunction with the regular service performance reports, it is the aim that Elected Members will gain a greater understanding and awareness of Service activities, which in turn will facilitate more effective scrutiny and the maximisation of the use of resources.

- 4.2. The undernoted table outlines the financial position as August 2017 comparing the annual budget with the forecasted position at the year end.

- 4.3.

	Annual Budget £'000	Annual Forecast £'000	Variance £'000
Business Support	2,206	2,233	27
Member Services	426	430	4
Strategy & Performance	1,243	1,274	31

	Annual Budget	Annual Forecast	Variance
	£'000	£'000	£'000
Customer Services	1,539	1,466	(73)
Head of Strategy & Customer Services	96	96	0
TOTAL	5510	5,499	(11)

- 4.4. Overall, at the end of Q2, Strategy and Customer Services is forecasting an £11k underspend at the end of the financial year 2017/18.
- 4.5. The variances, summarised in the table above, are mainly attributable to salary variations, which include secondments, maternity leave, long term absence and time lapse to fill vacancies. There is also a variance in Business Support due to re-charges and misalignment in the budget relating to Fleet Services.
- 4.6. Progress with Savings - The Service is forecasting achievement of 80% of the £206K savings approved for 2017/18. The shortfall is in relation to reduced income from Scottish Certificates.

5.0 Business Performance

- 5.1. Strategy and Customer Services performance contributes to the overall achievement of corporate priority outcomes, but is primarily focussed on;
- Our communities are more cohesive and inclusive; and
 - The Council is effective, efficient and recognised for excellence.

6.0 Achievements

- 6.1. The Business Support Education Team have worked together to ensure files are scanned to meet the guidelines from the Records Management Plan and Data Protection legislation. This has also freed up a large amount of office space.

7.0 Opportunities, Challenges & Risks

- 7.1. The service management team reviews risk on a regular basis. The service risk register, which is recorded on the Covalent performance management system, is detailed within Appendix 1.

8.0 Sustainability Implications

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

9.0 Resource Implications

9.1. *Financial Details*

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

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

9.4. *Staffing*

9.5. There are no staffing implications associated with this report.

10.0 Exempt Reports

10.1. 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)

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(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 not applicable.

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: Covalent Performance Report

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)


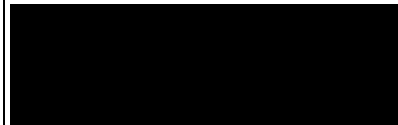
Yes (please list the documents below) No

Strategy & Customer Services Business Plan 2017/18



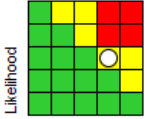









Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alison Bryce	Business Support Manager	2433









Approved by


NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Elaine McPherson	Chief Executive	

Key to symbols used in this report


PIs		ACTIONS		RISKS	
Short Trend Compares this quarter's performance with last quarter		Expected Outcome Manager assessment		Current Rating Likelihood x Impact (1 - 5)	Status
	Performance has improved		Already complete		 Rating 16 and above
	Performance has remained the same		Meet target/complete within target dates		 Rating 10 to 15
	Performance has declined		Will complete, but outwith target		 Rating 9 and below
	No comparison available - May be new indicator or data not yet available		Fail to complete	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.	

MCB1 Having Clear Policy Priorities

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 01	Support the Provost to plan & deliver a sustainable programme of civic events in 2017/18 within approved budget	31-Mar-2018	<div style="width: 15%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 15%		Support given to organisation of Fly the Ensign on 1st September, attended by Elected Members and Lord Lieutenant. Kirkin' of the Council took place on 7 th October at Tillicoultry Parish Church.	Alison Bryce
SCS 17 02	Provide support for the Local Government election May 2017 and delivery of Elected Member Induction Programme and Training, and the General Election, June 2017	31-Aug-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%		Support given for the Local Government Elections and also provision of Elected Member training thereafter. All delivered on target with positive feedback.	Alison Bryce
SCS 17 03	Support consultations on major priorities: . explaining transformations to stakeholders . budget . significant corporate strategies	31-Mar-2018	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 75%		Significant activity to support the budget consultation is ongoing. Other significant consultation over the reporting period has related to the Local Outcome Improvement Plan 2017/27.	Cherie Jarvie
SCS 17 04	Implement Community Justice Transition arrangements including a new 5 year plan for Community Justice in Clackmannanshire.	31-Mar-2018	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 75%		We have made significant progress in delivering our one year transition plan for Community Justice in Clackmannanshire. Feedback from Community Justice Scotland has been positive, and we will publish an annual report in 2018. Progress is being made to prepare a new 5 year Community Justice Outcomes Improvement Plan for Clackmannanshire which will be in place by the end of March 2017.	Cherie Jarvie
SCS 17 05	Develop new Corporate Communications Strategy to support transitional priorities	31-Mar-2018	<div style="width: 15%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 15%		The Corporate Communications Strategy has been delayed to phase with the new Corporate Plan once it has been approved by Council.	Cherie Jarvie
SCS 17 06	Develop and publish a Local Outcomes Improvement Plan (LOIP) for Clackmannanshire and Locality Plans for Clackmannanshire in line with the CEA Act.	01-Oct-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%		The Local Outcomes Improvement Plan (LOIP) has been published – the plan sets out the vision of Clackmannanshire Alliance for the next 10 years. A central theme of the LOIP is a joint commitment to tackling the inequalities that exist in Clackmannanshire as a result of poverty and socio-economic disadvantage.	Cherie Jarvie
SCS 17 07	Revise the Gaelic Language Plan for Clackmannanshire.	31-Mar-2019	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 0%		This work is currently being de-prioritised to enable focus on other priorities.	Cherie Jarvie
SCS 17 08	Following appointment of a new Administration, support the development of a corporate plan	01-Oct-2017	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 75%		An advanced draft has been developed in line with the newly approved LOIP priorities, however, further consultative work is required to ensure alignment with ongoing budget and wider organisational design processes.	Stuart Crickmar



Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 09	Report annual reviews as part of corporate Public Performance Reporting Framework new Corporate Plan	28-Feb-2018	<input type="text" value="50%"/>		Work progressing in line with deadlines set out in the plan.	Cherie Jarvie

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 09-01	SOA	28-Feb-2018	<input type="text" value="50%"/>		Annual Review will be presented to Council in early 2018	Cherie Jarvie
SCS 17 09-02	Local Government Benchmarking Framework	28-Feb-2018	<input type="text" value="50%"/>		Annual Review will be presented to Council in early 2018.	Cherie Jarvie

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 10	Develop a strategic position statement for Leisure, in partnership with Education Services	31-Oct-2017	<input type="text" value="75%"/>		Significant progress has been made in this area, however, this is delayed to enable completion of workshops supported by sportscotland that will enable a Sports and Active Living Framework for Clackmannanshire. This work will form the backbone of the future strategic positioning of leisure.	Brian Forbes

MCB2 Increasing Income & Savings

Code	Description	2014/15	2015/16	2016/17	2017/18	Q2 2017/18	Q2 2017/18	Lead
		Value	Value	Value	Target	Value	Note	
BUS AB2 GOV	% Sickness Absence (Business Support)				3.71%	3.42%	There is a slight reduction in absence on same period last year and currently within target. The Service continues to adhere to the Maximising Attendance Policy in order support staff back to work.	Alison Bryce
CUS AB2 GOV	% Sickness Absence (Customer Services)				3.71%	2.77%	There is a reduction in absence on the same period as last year.	Brian Forbes
SAP AB2 GOV	% Sickness Absence (Strategy & Performance)				3.71%	7.78%	There is an increase in absence on the same period last year due to two long term absences within a small team. It is predicted absence should now improve as the long term absence cases have been resolved.	Cherie Jarvie
SCS AB2 GOV	% Sickness absence (Strategy & Customer Services)	4.29%	4.41%	4.27%	3.71%	3.59%	<p>With a further long term absence case resolved, performance continued on a positive trajectory in September, bringing a favourable outturn for the Q2 target. At this stage, we are forecasting a continued improvement in the long-term outlook.</p> <p>Intelligence flagged up concerns with short term absenteeism in one area. This has been responded to robustly in an endeavour to prevent further occurrence. As we enter the winter period, short term absences traditionally increase. A briefing was held in late September with service supervisors to reinforce the need for proactive management in an effort to continue to make positive progress in reducing absenteeism. Absence continues to be a high priority for supervision agendas.</p>	Stuart Crickmar
SCS SCS BUD	Budget savings (£000)	310.00	220.00	898.00	266.00	266.00	Forecast is that savings will be delivered in full.	Alison Bryce; Brian Forbes; Cherie Jarvie

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 11	Ensure robust deployment of approved Leisure price increases as agreed by Council so that principles of full cost recovery and transparency of any subsidies are upheld	31-Mar-2018	100%		Leisure pricing has been updated and deployed in order to recover full costs. Complete.	Brian Forbes
SCS 17 12	Increase income levels from Scottish Certificates replacement certificate service	31-Mar-2018	<input type="text" value="0%"/>		Although significant income is still derived from this market, we do not anticipate an increase in income this year. We continue to shore up market share with a range of marketing activities that have been devised working in partnership with students from Stirling University.	Brian Forbes

MCB3 Making Efficiencies

Code	Description	2014/15	2015/16	2016/17	2017/18	Q2 2017/18	Q2 2017/18	Lead
		Value	Value	Value	Target	Value	Note	
BUS BUS 002	Customer satisfaction with overall experience of Business Support	100.0%	99.7%	100.0%	100.0%	87.0%	One survey undertaken in Education and Secondary Schools. 66% response rate which was an improvement on previous year. However, a decrease in satisfaction which is in relation to lack of resources and issues with training which are being addressed.	Alison Bryce
CUS CAP 001	Satisfaction with overall experience of Community Access Points	98.5%	98.7%	99.1%	99.0%	98.7%	Levels of satisfaction have been maintained.	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	89.8%	97.6%	96.7%	99.0%	95.3%	Satisfaction levels have decreased which is partially in relation to increased call waiting times as a result of a reduction in staffing resources	Brian Forbes
SCS C01 CUS	Number of formal complaints received by Strategy & Customer Services	12	17	18	16	8	Two complaints received in Q2 relating to quality of service.	Brian Forbes
SCS C03 CUS	% formal complaints dealt with by Strategy & Customer Services that were upheld/partially upheld	92%	76.47%	56.25%	70%	100%	One complaint was upheld and one was partially upheld.	Brian Forbes
SCS C10 CUS	Percentage of formal complaints closed within timescale during period - Strategy & Customer Services			93.75%	100%	100%	All complaints were dealt within timescale.	Brian Forbes

Code	Description	2014/15	2015/16	2016/17	2017/18	Q2 2017/18	Q2 2017/18	Lead
		Value	Value	Value	Target	Value	Note	
SCS CNQ BUS	% of Councillor Enquiries dealt with by Strategy & Customer Services within timescale	72.6%	100.0%	50.0%	100.0%	60.0%	Five enquiries received and three were outwith timescale. This was due to enquiries originating from another Service.	Stuart Crickmar
SCS FOI GOV	% FOI enquiries responded to within timescale - Strategy & Customer Services	97.1%	90.6%	93.3%	100.0%	75.0%	Four enquiries received and one responded to outwith timescale which is attributed to delays in receiving information from external agency.	Brian Forbes
SCS MPQ BUS	Percentage of MP/MSP enquiries dealt with by Strategy & Customer Services within timescale	55.5%	DIV/0		100.0%	0%	One enquiry received and responded to outwith timescale due to monitoring officer allocating to absent officer.	Alison Bryce; Stuart Crickmar

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 14	Strategy & Customer Services will demonstrate high standards of people management	31-Mar-2018	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		All staff have received a PRD and regular 1-1's are undertaken as well as team meetings. Budget cascade has been undertaken with all staff.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 14-01	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	31-Aug-2017	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		PRD's have been undertaken with all staff. Sample testing of PRD objectives will be undertaken in September/October	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS 17 14-02	Sample assess 10% PRDs to ensure all are done and high standards are maintained	31-Aug-2017	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%		Sample assessment of 20 PRD's within Business Support. Some revisions made to five PRD's to ensure objectives were clear.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 15	Ensure that Strategy & Customer Services operates to very highest standards of Governance	31-Mar-2018	<input type="text" value="50%"/>	✓	All staff are in the process of completing mandatory modules on Clacks Academy in relation to Health and Safety, Fire Safety and Prevent. Staff are also involved in consultation with Managers when updating Risk Assessments.	Alison Bryce; Brian Forbes; Cherie Jarvie


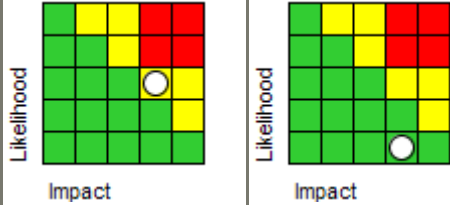
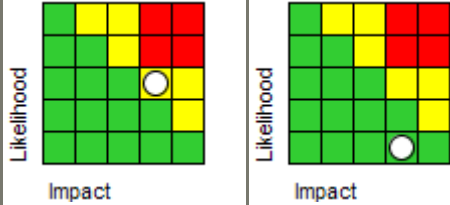

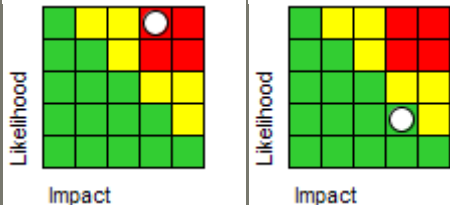
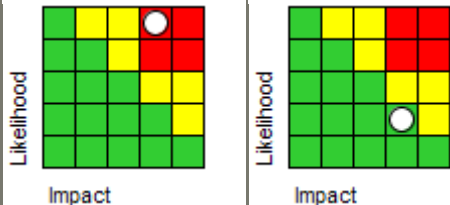
Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 15-01	Complete review of service information and implement records management plan, including corporate file retention schedule, data security and anti-fraud processes & improve staff awareness & development	31-Oct-2017	<input type="text" value="50%"/>	✓	Work continues on deletion of e-mails and on file retention. Representatives from the Service attend the Records Management Group and cascade any actions from the Group thereafter.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 17 15-02	Review and implement workforce plan as part of wider corporate arrangements	31-Oct-2017	<input type="text" value="100%"/>	✓	Workforce plan being implemented within the Service.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 17 15-03	Ensure full deployment of H&S policy and procedures	31-Mar-2018	<input type="text" value="75%"/>	✓	Staff have a target to complete mandatory Health and Safety modules within Clacks Academy. Discussion on Health and Safety at Management Meetings and Team Meetings with the opportunity to feedback any concerns. Representative from the Service will attend the Health and Safety Operational Group.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 17 15-04	Implement agreed Mainstream Report for Equalities Outcome actions	31-Mar-2018	<input type="text" value="50%"/>	✓	Work is progressing as per plan and an annual update report will be prepared in due course.	Cherie Jarvie
SCS 17 15-05	Ensure implementation and organisational deployment of the key elements of the Community Empowerment (Scotland) Act including: - Asset Transfer - Participation Requests	31-Oct-2017	<input type="text" value="50%"/>	✓	Community Empowerment Act requirements have now been fully put in place. Three expressions of interest for Asset Transfer have been received from Community Groups and are being progressed in line with guidelines. .	Cherie Jarvie
SCS 17 15-07	Ensure deployment of the corporate CONTEST delivery plan	31-Mar-2018	<input type="text" value="50%"/>	✓	Work is progressing as per plan and an annual update report will be prepared in due course.	Stuart Crickmar
SCS 17 15-08	Ensure deployment of the corporate Serious Organised Crime delivery plan	31-Mar-2018	<input type="text" value="50%"/>	✓	Work is progressing as per plan and an annual update report will be prepared in due course.	Stuart Crickmar

Code	Sub-Action	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 15-09	Ensure all staff have completed a refresh e-learning course on the Council's Customer Charter to ensure full deployment of the vision and objectives	31-Oct-2017	<input type="text" value="50%"/>	✓	Staff have been asked to complete this mandatory training through the PRD process. Completion of the module will be monitored in liaison with Learning and Development Adviser.	Stuart Crickmar

Covalent Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
SCS 17 16	Project manage approved Year 1 hubs programme as per Community Investment Programme	31-Mar-2018	<input type="text" value="50%"/>	✓	Savings achieved. On-going consultation. Likely to be some slippage in relation to capital aspects.	Stuart Crickmar
SCS 17 17	Support completion Clackmannan Regeneration Grant project	31-Mar-2018	<input type="text" value="50%"/>	✓	Work is progressing as per plan.	Stuart Crickmar
SCS 17 18	Project manage approved review of 3rd sector commissioning to ensure alignment with LOIP	31-Dec-2017	<input type="text" value="50%"/>	✓	Work is progressing through a multi-agency working group.	Stuart Crickmar
SCS 17 19	Transform arrangements for storage and presentation of Council Archives & Local Collections in Lesser Speirs Hall	31-Dec-2017	<input type="text" value="100%"/>	✓	Complete.	Brian Forbes

Service Risk Register 2017-18

ID & Title	SCS SRR 001	Corporate governance requirements not adhered to	Status		Managed By	Alison Bryce; Brian Forbes; Cherie Jarvie	Current Rating	12	Target Rating	8
Potential Effect	Reputational damage; loss of confidence, legal action									
Related Actions	SCS 17 15	Ensure that Strategy & Customer Services operates to very highest standards of Governance	Internal Controls	Governance Strategy						
				Staff induction and development						
Latest Note	Continue to engage with staff regarding Health and Safety, Risk Assessments and all staff have mandatory modules to complete through Clacks Academy									
ID & Title	SCS SRR 002	Community engagement/communications failures	Status		Managed By	Cherie Jarvie	Current Rating	12	Target Rating	6
Potential Effect	Breakdown in trust Lack of buy-in Decisions not aligned with community aspiration Reputational damage Loss of confidence									
Related Actions	SCS 17 05	Develop new Corporate Communications Strategy to support transitional priorities	Internal Controls	Community Engagement Process						
				Local Outcome Improvement Plan						
Latest Note	We have deployed Citizen Space for engaging/consulting with communities and have developed a consultation toolkit for staff to help improve consistency in consultation activity. We continue to develop mechanisms for consulting/engaging with customers however evidence suggests that we have some way to go with this. We have implemented face to face engagement through Community Councils and continue to focus our engagement efforts through Community Councils and Tenants and Residents Federations. We have put in place approaches to deploy our responsibilities under the Community Empowerment Act and are meeting our requirements of those parts which are now in force. We continue to consult widely with communities on all major policies, strategies and decisions and have good working relationships with CTSI who assist with community engagement and communication. This risk was increased in score as a result of fewer resources available to support increasing expectations.									

ID & Title	SCS SRR 004	Failure to meet required budget savings	Status		Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	Current Rating	12	Target Rating	4
Potential Effect	Financial loss; Reputational damage									
Related Actions			Internal Controls	Budget Challenge & Financial Monitoring						
Latest Note	The service are forecasting lower than predicted income levels within the Scottish Certificates initiative.									
ID & Title	SCS SRR 006	Loss of key skills, knowledge or capacity due to contraction of service and staff base	Status		Managed By	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie	Current Rating	20	Target Rating	8
Potential Effect	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction									
Related Actions	SCS 17 16	Project manage approved Year 1 hubs programme as per Community Investment Programme	Internal Controls	Workforce Planning Process						
Latest Note	This continues to be a high risk with the loss of staff through the voluntary service/voluntary redundancy process. Lack of capacity in some areas for succession planning however the Service continue to review through the workforce plan									

ID & Title	SCS SRR 007	Failure to ensure effective partnership working to support Community Planning	Status		Managed By	Cherie Jarvie	Current Rating	12	Target Rating	6
Potential Effect	SOA objectives not met Breakdown in trust and reputational damage Loss of confidence Lack of joined up services and budget savings not met									
Related Actions	SCS 17 06	Develop and publish a Local Outcomes Improvement Plan (LOIP) for Clackmannanshire and Locality Plans for Clackmannanshire in line with the CEA Act.	Internal Controls	Community Engagement Process Local Outcome Improvement Plan.						
Latest Note	Partners have agreed to review Community Planning arrangements on back of the approval of the Local Outcome Improvement Plan. This work will be carried out and recommendations made by March 2018.									

ID & Title	SCS SRR 008	Clacksweb is subject to a malicious cyber attack	Status		Managed By		Current Rating	12	Target Rating	
Potential Effect	Loss of service Loss of income Loss of confidence Reputational damage									
Related Actions			Internal Controls							
Latest Note										

Report to Scrutiny Committee

Date of Meeting: 21 December 2017

**Subject: Development and Environment Services, Performance Report,
Quarter 2, 2017**

Report by: Executive Director

1.0 Purpose

- 1.1. This report updates Committee on performance for Development & Environment Services during the period April – September 2017. Performance reported relates to the Service’s Business Plan for 2017/18.
- 1.2. In addition the report highlights key service activity, achievements, opportunities and challenges facing the Service.

2.0 Recommendations

- 2.1. It is recommended that Committee notes the report, while commenting on and challenging the performance of Development & Environment Services as appropriate.

3.0 Service Activity – Key Issues

3.1. Service Wide

Appendix 1 to this report sets out progress towards achievement of business plan actions and performance indicators at quarter 2, and a review of the key risks.

Strategic management of the service has proved challenging due to ongoing capacity issues within the senior management team. Of the 5 posts only 2 are occupied, both of which are Service Managers. This has led to single points of failure in the service where no strategic management is in place between Team Leader and Executive Director Level.

Particular areas of challenge have been within procurement and the management of long-term absence. The service has requested that Resources & Governance colleagues source external support to support capacity in these areas.

3.2. ***Development Services***

3.2.1. Planning & Building Standards

- Planning Permission has been granted for the following significant developments :
 - An extension to Burnfoot Hill windfarm (granted subject to conclusion of legal agreement).
 - Demolition of former printworks and mixed use redevelopment at North Street, Clackmannan.
 - 35 houses at Burnside, Riccarton, Clackmannan. Pre-planning advice and discussions are ongoing for housing sites in Tullibody and Muckhart.
- Pre-planning advice and discussions are ongoing for housing and recreational uses at Dollar and housing at Muckhart.
- The following developments have been the subject of ongoing monitoring and are either completed or nearing completion :
 - A new children's nursery at The Pleasures, Alloa.
 - 42 houses on the site of the former Alva Academy at Queen Street, Alva.
 - Tourist accommodation at Inglewood House, Alloa.
- In July this year, the Service submitted its Annual Report to the Scottish Government on its Planning Performance Framework. The report provides a range of performance information, both in relation to statistics on planning and related applications.
- Character Appraisals have now been completed and approved for Alloa Glebe, Tillicoultry, Clackmannan and Kennet Conservation Areas. A report will be presented to the Council early next year, along with a report on the forthcoming work on the new Local Development Plan.
- Local Development Plan Review call for sites and call for issues has now commenced to be concluded January 2018.
- The 2 year Local Development Plan Action Programme review is currently being undertaken.

3.2.2. Following the successful implementation of the eplanning service, the Council has now fully implemented it's similar ebuildingstandards service. Since the introduction of this service online submissions have increased from 40% to over 70%.

3.2.3. Economic Development Service

- In the period from April to September 2017, the service registered 118 participants. 53 people have gone into work and 62 have gained qualifications. The service runs a number of programmes :
 - **Modern Apprenticeships** (funded by Skills Development Scotland) – 20 out of 24 (83%) contracted places filled. This includes 20 apprentices who are employed across Council services.
 - **Employability Fund** (funded by Skills Development Scotland) – 19 out of 38 (50%) contracted places filled.
 - **Scotland’s Employer Recruitment Incentive (SERI)** – 4 out of 6 (67%) subsidised job places filled by vulnerable young people.
 - **Additional Modern Apprenticeship Funding** – this is the third year of this initiative which increases the number and range of Modern Apprentices recruited across Council services.
 - **European Social Fund Programme** – this programme has supported 413 eligible participants and is now in its third year. Of these 23 have progressed into further education, 143 have gained qualifications and 113 have gone into work.

3.2.4. Property

- Good progress has been made on the disposal of the Council’s surplus properties and it is anticipated that some £1.3m will be achieved this year (part attributed to the Capital Stimulus Fund for sale of business park land).

3.3. **Environment**

3.3.1. Waste & Streetcare

The most significant development this year has been taking the kerbside recycling service in house which poses challenges as well as providing opportunities. The transfer of staff and services into the Council is complete. The impacts of this will be reviewed and ongoing service improvements made once service management capacity issues are resolved. The lack of strategic management capacity to deal with issues such as procurement, the expansion of the service (recycling), and the volume of absence and disciplinary cases has brought significant pressure on the operational management. Both Procurement and Human resources have been asked to secure external support.

3.3.2. Fleet

A permanent replacement for the Fleet Team Leader has been appointed and is due to start before Christmas. The service will build on improvements made over the last year.

3.3.3. Grounds Maintenance

Exceptionally wet weather and staff absences made service delivery challenging and resulted in a higher than usual number of complaints. The service worked to respond to the challenge and is incorporating lessons learned into its forward plans.

3.4. **Regulatory**

3.4.1. Environmental Health

Following a re-structuring the final arrangements to discharge contaminated land responsibilities have been worked upon. This may take the form of a shared arrangement with another Local Authority.

The service has been preparing for changes to the Food Law Code of Practice and changes to the system of risk rating food businesses being rolled out nationally. This includes the implementation of a new “National Standard” for street trader’s certificates of compliance.

The service has implemented changes to accommodate the introduction of new primary legislation in relation to Council’s statutory responsibilities for quality of Private Water Supplies.

3.4.2. Licensing

Work has halted on the review of civic government licence conditions, but the service is preparing to commence this in the next quarter. This will include a review of all licences commencing with taxi licencing before moving on to deal with public entertainment & street trader licence conditions.

The service has continued to implement changes as a result of the new Air Weapons and Licensing Act provisions.

3.4.3. Trading Standards

Trading Standards have focussed activities on National priorities which are digital markets; scam calls; ticket scams and ensuring consumer redress in the electronic goods sector.

The local priorities have been; time share relinquishment etc. scams; the sale of dangerously un- roadworthy vehicles; unlicensed car dealing; the sale of illicit and counterfeit goods via social media.

The service also dealt with a number of complaints relating to substandard landscape gardening work. In each case, an excessive amount was charged for the work.

Cold calling continues to be an issue and on each occasion consumers are visited to give advice and to gather intelligence.

Complaints relating to private car parking charge notices are still being received. Appropriate advice and information has been supplied.

3.5. ***Energy & Sustainability***

3.5.1. Energy Efficiency and Fuel Poverty

The Scottish Government has awarded a grant of £508,835 to Clackmannanshire's £971,000 Home Energy Efficiency Programme for 2017/18. The project will benefit 60 owner occupiers and 45 Council Tenants to help reduce fuel poverty and to improve the energy efficiency of their homes.

Following a successful bid for SEEP (Scotland's Energy Efficiency Programme) funding, the Council have been awarded £60,000 to deliver a Local Home Energy Efficiency Strategy.

The Home Energy Advice Officers have been running successful drop in surgeries to assist those in fuel poverty and in need of energy efficiency advice. Officers have secured savings of £69,000 for participants bringing the total savings up to £1,194,371.

3.5.2. Sustainability

Climate Change Public Body Duty Reporting : The team has taken forward further work to improve the Council's response to climate change where resources permit. Increased climate change considerations have been incorporated into business planning guidance and a draft sustainable procurement strategy was also produced.

Climate Change Adaptation : Staff from Sustainability, Roads and Emergency Planning ran a community engagement exercise in Menstrie and have been exploring options for applying lessons learned on a wider basis. They are continuing partnership with the Scottish Flood Forum and the Conservation Volunteers to develop community resilience.

Public Body Biodiversity Duty : 50% of the potential Local Nature Conservation Sites identified in the Local Development Plan have been surveyed and assessed with the remainder due for completion over the second half of the year. In the last Biodiversity Duty report to the Scottish Government woodlands was a key area for improvement where we have made major progress in reviewing Council-owned woodlands, including for public safety.

Community Empowerment Act : The team won a bid to the CSGN Development Fund in partnership with Greenspace Scotland for Allotments and Community Growing. The approach is designed to support biodiversity, climate change adaptation and resilience.

Parks and Landscapes : Works to parks and play areas have been identified (Capital projects at Alexander Park and Devonway, Clackmannan, Muirside, Tullibody and the removal of the play area at Craigview, Sauchie). Work has already been completed in Craigview and work has commenced in Devonway

Ranger Services : The rangers have been working with Gartmorn Dam Development Trust and have been updating and creating a new Gartmorn

Dam Management Plan. They have continued to monitor wildlife to meet obligations of the Scottish Biodiversity Strategy

Access and Countryside Projects : The service has been engaged in a range of activities including : work with Clackmannanshire's Access Forum; procurement of a contractor to tackle necessary repairs to Tillicoultry Glen; improvements to the local paths network in partnership with Paths for All (Youth Training).

3.6. ***Roads & Transportation***

3.6.1. Roads & Footways

- The road and footway capital improvement programme is approximately 80% complete.
- The surface dressing programme has been completed.

3.6.2. Street Lighting

- The Street Lighting Improvement Programme is making good progress with 80% of the programme completed to date.

3.6.3. Flooding & Drainage

- The Flooding and Road Drainage Programme is about 60% complete. The Menstrie Burn Flood Protection Study as required by the local Flood Risk Management Plan is ready to go out to tender and is programmed to be complete mid 2018. The tender for the Surface Water management Plan has been prepared and will be sent out to bidders in the next month.

3.6.4. Public Transport

- The tenders are prepared for the next package of supported bus services. This includes the tenders for the NHS H1/H2 services to Forth Valley Hospital.

3.6.5. Traffic Management & Cycling

- The road safety and active travel project for the Devonway/Riccarton areas of Clackmannan is currently under design and on programme.
- Design of the Puffin crossing at Fishcross PS is complete and procurement is underway.
- Through the Smarter Choices Smarter Places 95% of our schools are benefitting from the WoW campaign (Walk once a Week).
- The Wee Cycle Festival in partnership with Sterling Retail Village was success held in July and Sterling has committed to hold the event again in 2018.
- Work is progressing with the first stage of the Cycle Hub project in partnership with Forth Environmental Link (FEL) and Cycling Scotland.

3.6.6. Clackmannan Regeneration

- The 'School Streets' project at Lochies Road and Port Street, Clackmannan has been completed. The scheme was rewarded by Living Streets who used the school to launch their national Walk to School month.
- The Main Street, Clackmannan street scape project is 90% complete.

3.6.7. Bridge Strengthening

- Bridge strengthening projects at B9140 Fishcross Bridge and the Auld Tullibody Bridge are substantially complete.

3.7 **Soft FM**

- The new finance system was introduced into the catering service for the first time. This has presented challenges due the volume of transactions from the purchasing of food supplies from various suppliers. To improve the food ordering process, the service assisted heavily by the IT service, have been piloting the use of electronic ordering within Primary School kitchens. A pilot in one school has been successful and the new system will be rolled out to all the primary schools over the forthcoming quarter.
- Work has commenced, on investigating the possibility of introducing cashless catering within schools, which will lead to internal efficiencies in processing of meal purchases but offer a better service to parents in regard to meal orders. A report on the findings is expected in the forthcoming quarter.

4.0 **Opportunities, Challenges and Risks**

4.1. **Service Wide**

City Deal : An internal Programme Management Group is established and meeting weekly. A report was discussed at Council on 31st August to agree priorities. A series of Workshops has taken place with Scottish and UK Governments to further develop proposals and funding support.

Clackmannan Regeneration Project : The service has a key role in the delivery of the project which has achieved £2 million of Scottish Government Funding with Property, Planning, Roads and economic development staff progressing different elements. The streetscape and roads elements are almost complete.

Management Capacity : Continues to be an issue with staffing gaps for a Head of Service, 2 Service Managers and 2 Team Leaders.

4.2 **Development Services**

4.2.1. Economic Development

Fair Start Scotland – this is the Scottish Government's new fully devolved employability programme which starts in April 2018. The Council has been

successful in the joint bid led by Falkirk Council on behalf of Clackmannanshire and Stirling Councils, NHS Forth Valley and local third sector providers to deliver the Fair Start Scotland programme in the Forth Valley area. This presents an opportunity for the Council to align this new programme with existing employability programmes and underpin the Regional Skills and Inclusion programme, one of the main City Deal programmes. The funding model for the Fair Start Scotland programme is based on a 30% service fee and a 70% job outcome fee which is split into 3 payment points over a 52 week period. The delivery of sustainable job outcomes is therefore critical to the success of the programme, and we need to ensure that we have the sufficient numbers of staff in place to deliver the service.

European Social Fund Programme – the current ESF programme (Phase 1) is scheduled to finish 31st December 2018 and Scottish Government are asking for applications for Phase 2 to be submitted by Spring/Summer 2018. Phase 2 will allow for greater flexibility of staff who will no longer have to be committed 100% to ESF programme. It will also see an increase in the Intervention rate from the current maximum of 45% to 50%.

Scottish Government hopes to have all Phase 2 applications approved and committed prior to BREXIT date of 29th March 2019 to take advantage of UK Treasury guarantee.

Phase 2 will present an opportunity to better align employability provision in particular with the introduction of the Fair Start programme.

4.3. ***Environment***

4.3.1. Waste & Streetcare

The major service development in this area was the taking in-house the kerbside recycling service. This, coupled with the absence and disciplinary cases, and procurement issues has placed significant pressure on operational management at a time when no strategic management is in place. Both Human Resources and Procurement are securing additional external resource to help alleviate this.

4.3.2. Grounds Maintenance

Land Services continues to manage the challenges associated with reducing budgets. The service is pursuing opportunities to improve service delivery by changing the balance of the current model of working by replacing currently vacant full-time posts with summer seasonal posts. The service currently has three vacant posts with an associated budget of £63,000. Instead of filling the vacancies it intends to use the budget to create seasonal posts which will be utilised at times of peak service demand.

4.4. ***Regulatory***

4.4.1. Environmental Health

The service has secured funding for the procurement of new air monitoring equipment which will be installed in the forthcoming quarter.

4.4.2. Energy

Delivery of the Local Heat & Energy Efficiency Strategies LHEES will open up further opportunities to access Scottish and UK Government funding to develop district heat networks.

4.4.3. Sustainability

Reduced resources across services impacting upon ability to deliver statutory duties associated with Climate Change and sustainability and Public Safety associated with Woodlands

4.5. **Roads & Transportation**

Staff absence had delayed the production of a number of procurement operations. This has now been resolved and progress is being made.

Roads & Transportation has collaborated with Falkirk and Stirling Councils to produce a tender for Superimposed Road Markings and Associated Services. The contract should be in place by the end of December.

Collaboration is continuing with the Hillfoots villages, The Conservation Volunteers, SEPA and Scottish Flood Forum to develop community resilience projects for flooding related issues.

Roads & Transportation received a 'Community Links Award' from Sustrans for the development of the Tullibody to Cambus cycle route.

The increase in the number and scale of public events (marathons, processions etc.) and the subsequent scaling down of Police Scotland assistance at these events is placing an increased resource demand on Roads & Transportation.

4.6. **Soft FM**

The catering & cleaning service has been working with the education service to prepare for the expansion of early learning and childcare. This will bring additional demands for cleaning and catering.

5.0 **Sustainability Implications**

5.1 Any sustainability implications are covered in the body of the report.

6.0 **Resource Implications**

6.1. *Financial Details*

6.2. The financial performance of the Service is set out in the financial report to Audit & Finance Committee. Yes

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

6.4. *Staffing*

6.5. There are no specific staffing implications arising from the contents of this report.

7.0 Exempt Reports

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

8.0 Declarations

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

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

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

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

9.0 Equalities Impact

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

10.0 Legality

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

11.0 Appendices

11.1 Appendix 1 - D & E Pentana Performance Report – Quarter 2

12.0 Background Papers

- 12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Garry Dallas	Executive Director	Extension : 2531

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Executive Director	
Elaine McPherson	Chief Executive	

D&E Service Actions 2017-18

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 200	Consider options and agree preferred route for future delivery of Business Loans Scotland funding	31-Mar-2018	<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 20%	✓	Options being considered focusing on external delivery	Julie Hamilton
DAE SBP 201	Support and membership of Longannet Task Force	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	✓	Task Force meeting took place on 4th October. Successor arrangements being considered. One further formal task force meeting likely.	Julie Hamilton
DAE SBP 202	Play active role in Forth Valley Business Gateway Management Group	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	✓	Attended first FVBG Management meeting on 20.09.17. Meeting arranged with Ceteris on 18.10.17.	Julie Hamilton
DAE SBP 203	Manage the local development of City Region Deal bid and associated mechanisms.	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	✓	Programme management Group established and meeting weekly. Report to Council on 31st August to agree priorities. Series of Workshops taking place with Scottish and UK Governments to further develop proposals and funding support.	Julie Hamilton
DAE SBP 204	Maximise funding for the delivery of employability services	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	✓	Part of successful bid led by Falkirk Council to deliver the Fair Start Scotland programme in Forth Valley from April 2018.	Julie Hamilton
DAE SBP 205	D&E Service's Capital Investment Programme 2017/18	31-Mar-2018	<div style="width: 45%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 45%	✓	The programme is on track with significant progress on projects such as street lighting, Clackmannan regeneration, and a range of Roads projects.	Garry Dallas
DAE SBP 206	Publish Local Transport Plan and action plan.	31-Mar-2018	<div style="width: 80%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 80%	✓		Julie Hamilton
DAE SBP 207	Support Clackmannanshire Business to promote Clackmannanshire as a place to do business.	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	✓	Regular meetings are held. Board approval for marketing work.	Julie Hamilton
DAE SBP 208	Review the Sustainability & Climate Change strategy.	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	✓	Work continues to ensure duties are complied with	Ian Doctor
DAE SBP 209	Deliver the Roads & Transportation Service works programme.	31-Mar-2018	<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 60%	✓	Works progressing as scheduled.	Julie Hamilton
DAE SBP 210	Review and update Roads & Transportation Service policies and strategies due in the business year.	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	✓	Updated Parking Strategy, Service H&S Guidance and Customer Service Strategy. Collaborating with partners to develop risk based Winter Service and Road Safety Inspection Policies	Julie Hamilton
DAE SBP 211	Manage effectively the D&E financial targets	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	✓	Services continue to work with finance to monitor budgets.	Garry Dallas
DAE SBP 212	Identify efficiency savings for 2018/19	16-Feb-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	✓	Presentation made to members on 15th November.	Garry Dallas

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 213	Improve attendance performance within D&E	31-Mar-2018	<div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 40%	✓	The service is working closely with Human resources to target long-term absence and address operational management capacity.	Garry Dallas
DAE SBP 215	Restructure of service following corporate restructure	31-Mar-2018	<div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 0%	✓	Revised Corporate Structure not yet known.	Garry Dallas
DAE SBP 216	Preparation of evidence for Local Development Plan (LDP) Main Issues Report	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 50%	✓	Call for sites and issues runs from October 17 to January 18	Julie Hamilton
DAE SBP 217	Development Plan Scheme and Development Plan Monitoring report	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	✓	Complete	Julie Hamilton
DAE SBP 218	Undertake Housing Land Audit	31-Mar-2018	<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 75%	✓	Draft issued for consultation with key agencies.	Julie Hamilton
DAE SBP 219	Prepare Scottish Government Performance report for Development Management	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	✓	Completed	Julie Hamilton
DAE SBP 220	Sale of surplus Council property, as set out in the Annual Property Review reports.	31-Mar-2018	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 50%	✓	Good progress made and on target to achieve expected income.	Julie Hamilton
DAE SBP 221	Establish arrangements for the recycling of waste.	30-Sep-2017	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	✓	The transfer of staff and services into the Council is complete. The impacts will be reviewed and ongoing service improvements made.	Garry Dallas



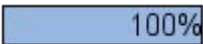





D&E Savings Actions 2017-18

D&E Budget Savings 2017-18: Year 2 Approved in 2016-17







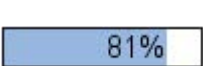



Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE 168 001	Council-approved savings from 2016/17 that have a second year of financial savings for 2017/18	31-Mar-2018	<div style="width: 91%;"><div style="width: 91%;"></div></div> 91%		2 savings remain incomplete. £35k in Land Services and £45k in cleaning. Managers are working with Service Accountant to proactively address these.	Debbie Carter; Garry Dallas

D&E Budget savings 2017-18: Management Efficiencies





































Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE 178 002	Savings in procurement, equipment and supplies	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✓	Complete	Debbie Carter; Garry Dallas
DAE 178 003	Savings in procurement, equipment and supplies	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✓	Complete	Debbie Carter; Garry Dallas
DAE 178 005	A reduction in the fleet asset and consequential operating costs	31-Mar-2018	<div style="width: 61%;"><div style="width: 61%;"></div></div> 61%	⚠	Reduction in Fleet Asset is underway but gaps in management capacity to further implement improvements mean it is unlikely the full saving will be achieved within the year.	Debbie Carter; Garry Dallas
DAE 178 007	Reduction of posts in Economic Development, Transportation, Estates and Land Services	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✓	Complete	Debbie Carter; Garry Dallas
DAE 178 009	Deletion of a vacancy	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✓	Complete	Debbie Carter; Garry Dallas
DAE 178 010	Productivity efficiencies in Streetcare	31-Mar-2018	<div style="width: 58%;"><div style="width: 58%;"></div></div> 58%	✓	Service accountant forecasts this will be achieved.	Debbie Carter; Garry Dallas
DAE 178 013	CASH saving from annual vacancy management / turnover	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✓	Complete. Cash saving of over £80,000 achieved to the end of August 2017 through vacant posts in D&E Senior management.	Debbie Carter; Garry Dallas
DAE 178 014	End of lease for meals on wheels catering vans storage	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✓	Complete	Debbie Carter; Garry Dallas
DAE 178 015	Service efficiency on waste treatment costs and refuse collections	31-Mar-2018	<div style="width: 35%;"><div style="width: 35%;"></div></div> 35%	✗	This saving is based on historic trend data. Team leader monitoring actual vs forecast throughout the	Debbie Carter; Garry Dallas

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					year. At October outturn an overspend of £71,700 is forecast.	
DAE 178 016	One-year CASH saving from deferring recruitment for one year	31-Mar-2018	 100%		Complete	Debbie Carter; Garry Dallas
DAE 178 018	Additional income and efficiency from all aspects of the catering operation to schools and social work services	31-Mar-2018	 100%		Achieved	Debbie Carter; Garry Dallas
DAE 178 020	Savings in contracts for school alarm systems	31-Mar-2018	 0%		Implementation delayed due to Team Leader absence and management capacity issues.	Debbie Carter; Garry Dallas
DAE 178 023	End of one-year programme	31-Mar-2018	 100%		Complete	Debbie Carter; Garry Dallas












D&E Budget Savings 2017-18: Policy

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE 178 001	Working in partnership for procurement of goods and services manufactured by prison.	31-Mar-2018	 100%		Compensatory savings being achieved in Lands Service.	Debbie Carter; Garry Dallas
DAE 178 004	Council approved acceleration of street lighting improvements in October 2016 (capital investment)	31-Mar-2018	 100%		Service accountant confirms this is complete.	Debbie Carter; Garry Dallas
DAE 178 006	Review of town centre traffic management in Alloa town centre.	31-Mar-2018	 100%		Latest estimate of income projected as requested.	Debbie Carter; Garry Dallas
DAE 178 011	Consolidation of Forthbank and Ward Street and investment in Kelliebank to achieve one depot that meets current and future needs.	31-Mar-2018	 81%		The saving has been partially achieved through TVR. In addition compensatory savings have been found through the sale of Lime Tree House. D&E to find compensatory savings for the remaining £28,959.	Debbie Carter; Garry Dallas
RAG 178 006	Increase the rate of school meals by 20p in 2017/18.	31-Mar-2018	 100%		Budget realigned and increase applied. May be impacted by a reduced take up due to price increase. This will be monitored at the end of the first school session.	Garry Dallas


D&E Performance Indicators 2017-18


Code	Description	Q2 2017/18					Reviewer (Owner)	Q2 2017/18
		Target	Value	Status	Short Trend	Long Trend		Note
DAE AB1 GOV	Average FTE Days Sickness Absence (Development & Environmental Services)	2.83	4.62				Garry Dallas	Long-term sickness absences have raised the average days for the service.
DAE AB2 GOV	% Sickness absence (Development & Environment)	4.00%	5.65%				Garry Dallas	Long term sickness has again had an impact. The service is seeking support with management capacity to address this.
DAE CNQ BUS	Percentage of Councillor Enquiries dealt with by Development & Environment within timescale	95%	97%				Garry Dallas	The service has received 142 Councillor enquiries in the first half of the year and has responded to 136 within timescale.
DAE FOI GOV	% FOI enquiries responded to within timescale - Development & Environment	100%	96%				Garry Dallas	The service responded to 148 out of 151 FOI requests on time in the first half of the year.
DAE MPQ BUS	Percentage of MP/MSP enquiries dealt with by Development & Environment within timescale	95%	85%				Garry Dallas	30 of 34 MP/MSP enquiries were responded to within timescale.
DAE PPL 004	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) cases within the Development and Environment service.	6	4				Garry Dallas	Instances of RIDDOR cases have occurred in Cleaning & Catering, Land Services, Waste & Burials
DEV DMA 001	The percentage of all planning applications dealt with within two months	84.00%	79.17%				Julie Hamilton	Temporarily reduced performance as a result of a vacancy which is now filled.
DEV DMA 004	Local planning applications avg. time (weeks)	8.0	10.0				Julie Hamilton	Temporarily reduced performance as a result of a vacancy which is now filled.
EDE EMP 001	Number of new starts participating in Council Economic Development funded employability programmes.	154	118				Julie Hamilton	Participant referrals increasing after low numbers April to July 2017.
RAT RAT 007	Percentage of street light repairs completed within 7 days	93.0%	95.8%				Scott Walker	Performance exceeding target of 93% to date
RGY BST 006	% building warrant applications responded to within 20 days	85.0%	98.7%				Julie Hamilton	
RGY EHE 013	Percentage of service requests to Environmental Health responded to	95%	98%				Ian Doctor	

Code	Description	Q2 2017/18					Reviewer (Owner)	Q2 2017/18
		Target	Value	Status	Short Trend	Long Trend		Note
	within timescale.							

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

D&E Risk Register 2017-18

ID & Title	DAE SRR 003 Loss of external funding for the delivery of D&E services.	Approach	Treat	Status		Managed By		Target Rating	6	Current Rating	16
Description	Development & Environment deliver a number of services through income generated through internal customers and external funders.							 Likelihood	 Likelihood		
Potential Effect	Service has insufficient income to maintain services.									 Impact	 Impact
Related Actions				Internal Controls							
Latest Note	The service has faced challenges through the reduction of Government Grant and significant service budget savings delivered in recent years. Parts of the service are creative in drawing down external funding, e.g. Economic Development and Sustainability, but this leaves them vulnerable if these funding streams cease or if service capacity issues negatively affect performance.										

ID & Title	DAE SRR 100 Workforce Resources	Approach	Treat	Status		Managed By		Target Rating	6	Current Rating	16
Description	Capacity to deal with peaks in workload, demands upon the service and service resilience due to workforce availability.							 Likelihood	 Likelihood		
Potential Effect	Service cannot demonstrate that is effective, efficient and recognised for excellence.									 Impact	 Impact
Related Actions				Internal Controls	Performance Review & Development Process People Strategy Maximising Attendance & Employee Wellbeing Policy						
Latest Note	Risks to service resilience have increased due to 60% vacancy rate within service senior management, reduced staff complement and workforce issues.										

