



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of the Scrutiny Committee

Thursday 14 June 2018 at 9.30 am

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

Date	Time
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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

6 June 2018

A MEETING of the SCRUTINY COMMITTEE will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 14 JUNE 2018 at 9.30 am.

**GARRY DALLAS
Executive Director**

B U S I N E S S

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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 April 2018 (Copy herewith)	05
4. Education Service Performance Report 2017/2018 – report by the Chief Education Officer (Copy herewith)	09
5. Children and Families and Justice Service Annual Performance Report 2017-2018 – report by the Head of Social Services (Copy herewith)	75
6. Development and Environment Service Annual Performance Report - report by the Executive Director (Copy herewith)	93
7. Housing, Property and Revenues Performance Report 2017/18 – report by the Head of Housing and Community Safety (Copy herewith)	125
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Scrutiny Committee – Committee Members (Membership 8 - Quorum 4)

Councillors

Wards

Councillor	Bill Mason (Chair from 14 th June 2018)	5	Clackmannanshire East	CONS
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Helen Lewis	2	Clackmannanshire North	SNP
Councillor	Phil Fairlie	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Chris Dixon	4	Clackmannanshire South	IND
Councillor	Ellen Forson	4	Clackmannanshire South	SNP

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, Greenside Street, ALLOA, FK10 1EB, on THURSDAY 19 APRIL
2018 at 9.30 am.**

PRESENT

Councillor Dave Clark, Committee Chair (In the Chair)
Councillor Bill Mason (Vice Chair)
Councillor Kenneth Earle (S)
Councillor Phil Fairlie
Councillor Ellen Forson
Councillor Darren Lee
Councillor Helen Lewis

Rev Sang Y Cha, Religious Representative (Appointed Member)
Father Michael Freyne, Religious Representative (Appointed Member)
Pastor David Fraser, Religious Representative (Appointed Member)

IN ATTENDANCE

Garry Dallas, Executive Director
Stuart Crickmar, Head of Strategy and Customer Services
Celia Gray, Head of Social Services
Anne Pearson, Chief Education Officer (Item 4&5)
Cathy Quinn, Improving Outcomes Manager, Education Service (Item 4&5)
Lorraine Sanda, Improving Outcomes Manager, Education Service (Item 4&5)
Kaye Hills, Improving Outcomes Team Leader
Margaret McIntyre, Childrens Service Manager
Lindsay Thomson, Service Manager, Legal and Democracy (Clerk to the Committee)
Melanie Moore, Committee Services

SC(17)43 APOLOGIES

Apologies for absence were received from Councillor Chris Dixon and Councillor Derek Stewart. Councillor Kenneth Earle attended as substitute for Councillor Stewart.

SC(17)44 DECLARATIONS OF INTEREST

None.

SC(17)45 MINUTES OF MEETING: SCRUTINY COMMITTEE 15 FEBRUARY 2018

The minutes of the meeting of the Scrutiny Committee held on Thursday 15 February 2018 were submitted for approval.

Decision

The minutes of the meeting of the Scrutiny Committee held on Thursday 15 February 2018 were agreed as a correct record and signed by the Chair of the Committee.

SC(18)46 SENIOR PHASE ATTAINMENT AND POSITIVE DESTINATIONS

A report which provided the Scrutiny Committee an update on progress in relation to Senior Phase Attainment and Positive Destinations across the authority.

Motion

That Committee note the information set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Kenneth Earle.

Decision

Having commented on the report, the Committee agreed to note on the data and progress.

SC(18)47 SCOTTISH ATTAINMENT CHALLENGE (SAC) UPDATE REPORT

A report which provided the Scrutiny Committee with an update on Clackmannanshire's Attainment Challenge Year Three/Quarter Four Report in line with Scottish Attainment Challenge Governance.

Motion

That Committee note the information set out in the report.

Moved by Councillor Kenneth Earle. Seconded by Councillor Bill Mason.

Decision

Having commented on the report, the Committee agreed to note the on the progress of the Year Three/Quarter Four summary.

The Religious Representatives withdrew from the meeting at this point in the proceedings (11 am).

SC(18)48 SINGLE OUTCOME AGREEMENT ANNUAL REVIEW 2016/17

A report which provided the Scrutiny Committee with information on the 2016/17 annual review of the Single Outcome Agreement (SOA) on behalf of the Clackmannanshire Alliance. This is the final report on the SOA before it is replaced by the Local Outcome Improvement Plan (LOIP) from 2017/18 onwards.

Motion

That Committee note the information set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Bill Mason.

Decision

Having commented on and challenged as appropriate the Committee agreed to note the information set out in the report.

SC(18)49 CLACKMANNANSHIRE CHILD PROTECTION PROCEDURES

A report which informed the Scrutiny Committee of the completion of Clackmannanshire Inter-Agency Child Protection Procedures, 2017.

Motion

That Committee note the information set out in the report.

Moved by Councillor Kenneth Earle. Seconded by Councillor Ellen Forson.

Decision

The Committee agreed to note the information set out in the report.

Ends 11.30 am

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 14 June 2018

Subject: Education Service Performance Report 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 the performance across Education from April 2017 to the end of March 2018.
- 1.2 The report provides information about the progress of improvement activities and performance against agreed measures set out in the Education Service Business Plan 2017/20178.
- 1.3 Additional information is included in the Pentana progress report against each of the actions and measures at Appendix 1.
- 1.4 A full National Improvement Framework (NIF) Progress Report against the Service strategic priorities is at Appendix 2.

2.0 Recommendations

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

3.0 Considerations

The Education Service is focused on improvement activity in the four strategic priority areas set out in the National Improvement Framework (NIF):

- Improvement in literacy and numeracy
- Closing the attainment gap
- Improvement in health and wellbeing
- Improvement in employability skills and positive destinations.

The activity below is set out by the six drivers of the National Improvement Framework (School/Service Improvement, Teacher/Staff Professionalism, School Leadership, Parental Engagement, Assessment of Children's Progress and Performance Information).

Progress on the Clackmannanshire 2017/2018 NIF Plan must be reported to Scottish Government by August 2018.

3.1 Key Service Activity during 2017/2018

3.2 School Improvement

School Reviews

During session 2017/18 the Education Service had an ambitious plan to carry out in depth reviews of every school/nursery in Clackmannanshire to identify strengths and areas for development. Establishments were required to prepare their own detailed self evaluation prior to the review to be validated during the review process. At the time of writing, only two primary schools are still to be reviewed and will be completed by end June 2018.

The reviews were carried out by a team made up of staff at the centre that has knowledge and expertise in specific areas. Class room observations were carried out to assess progress and teaching standards in literacy, numeracy and health and well being. Focus groups were carried out with parents, pupils and staff (teaching and support) to validate the statements that school had made in their self evaluation. A parent and pupil survey was also carried out to provide some measurable data which will be used to assess progress when future reviews are carried out.

At the end of the review week, each headteacher was given verbal and written feedback from the team, and a letter was shared with parents on the main areas of strength and development.

A rolling programme of these reviews will provide ongoing support to schools to improve self evaluation, helping them to prepare for external inspections and promoting the continuous improvement expected in our schools to ensure the best possible outcomes for all our children and families.

In addition, all 5 ASN provisions/services were reviewed by an independent ASN expert working along with an internal education service team.

The Review process, along with most recent HMIE inspections, provides a complete picture of improvement across all schools.

Out of the 24 reviews undertaken, 80% were rated satisfactory or above.

3.2.1 Inspections Schools and Early Years

During the course of 2017/2018, the outcomes of inspections were as follows:

3.2.2 Lornshill Academy – November 2017

Leadership of change	Good
Learning, teaching and assessment	Good
Raising attainment and achievement	Good
Ensuring wellbeing, equality and inclusion	Good

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

- The headteacher's inspirational leadership which is helping senior and middle leaders staff and young people to develop strong leadership skills. It is also supporting all people in the school community to be successful, aspire and belong.
- The newly revised vision, values and beliefs which are central to the school's work. They contribute well to the school ethos, which promotes diversity and seeks to ensure that all young people are included and encouraged to do their best.
- The positive start to improving young people's attainment in literacy.
- The supportive way in which young people are assisted to make informed decisions about their next steps in learning. A high number of young people leave school for a positive destination.

The following areas for improvement were identified and discussed with the headteacher and a representative from Clackmannanshire Council.

- Ensure that all self evaluation evidence is of a good quality and used consistently by teachers to ensure they take account of learners' prior knowledge and progress when planning lessons. Self-evaluation evidence should be used more effectively to raise school attainment and achievement.
- Further improve experiences for young people at all stages by providing more opportunities for them to work collaboratively, lead their learning and increase their skills in working independently.
- Implement a wider range of accredited courses and programmes for young people who use the learning centre and learning hub. This will enhance their learning experiences and opportunities for attainment and achievement. The schools should evaluate regularly the effectiveness of new approaches to improving personal support provision to ensure they lead to improved outcomes.
- Continue to review the range of learning pathways which young people can access. The school should ensure they lead to improved attainment and support young people into positive and sustained destinations, such as employment or further education.

3.2.3 Fishcross Primary School – May 2017

Self evaluation for self improvement	Satisfactory
Raising attainment and achievement	Satisfactory

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.

The following areas for improvement were identified by inspectors:

- 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 involving all stakeholders effectively in the process.
- Build on the positive relationships with parents and further develop parental engagement in their children's learning, 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.

Inspectors will ask Clackmannanshire Council for a report on progress with the agreed areas for improvement within one year of the publication of the inspection report. Taking account of the progress report, inspectors will then decide whether further engagement with the school is required.

3.2.4 Tillicoultry Primary School and Nursery Class – April 2017

Leadership of change	Good
Learning, teaching and assessment	Good
Raising attainment and achievement	Good
Ensuring wellbeing, equality and inclusion	Good

Nursery Class

Leadership of Change	Good
Learning, teaching and assessment	Good

Raising attainment and achievement	Good
Ensuring wellbeing, equality and inclusion	Good

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 wellbeing of children across the school and nursery.
- Personalised achievement opportunities provided by the school and nursery which are extending children's skills.

The following areas for improvement were identified and discussed with the headteacher and a representative from Clackmannanshire Council:

- 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.

Inspectors are confident that the school has the capacity to continue to improve and so will make no more visits in connection with this inspection.

3.2.5 During the course of 2017/2018, the outcomes of Nursery and Out of School Care Inspections were as follows:

3.2.6 Sauchie Nursery – January 2018

Leadership of Change	Good
Learning, teaching and assessment	Good
Raising attainment and achievement	Good
Ensuring wellbeing, equality and inclusion	Good

The Inspection team found the following strengths in the nursery's work.

- Friendly children who show care and support for each other and are keen to learn.
- The outdoor learning environment which is supporting children to be curious in their learning.
- Management and staff team who work well with partners to help secure the best possible outcomes for children and their families.

- Management team who are providing strong supportive leadership to ensure continuous improvement of this setting.

3.3 School Leadership

Leadership of Learning

A number of practitioners are currently undertaking masters level modules in conjunction with Stirling University and Strathclyde University.

Two Primary Depute Headteachers are about to undertake Into Headship in 2018-19. We have two primary headteachers who are undertaking the Into Headship programme and two headteachers undertaking Excellence in Headship Programmes. Next session, one headteacher will undertake Into Headship and three headteachers will begin Excellence in Headship.

These programmes will enhance their understanding of leadership. We anticipate the impact of these professional learning activities to be that school leadership improves and impacts on better outcomes for learners.

Improvement Collaborative Professional Learning Programme (ICPLP) - (Formerly Central Scotland Partnership)

The ICPLP Programme provides leadership opportunities and professional learning opportunities for staff across Falkirk, Stirling and West Lothian. It supports networking and sharing of experience across the collaborative.

A programme of short courses is shortly being made available to staff for the forthcoming academic year.

There has been a significant increase in the number of Clackmannanshire leaders enrolling in this programme.

Recruitment

Recruitment of high quality teachers and leaders who are equipped to provide a meaningful educational experience for children and young people is an essential goal of the service.

The Education Service in Clackmannanshire Council revised the processes used to recruit classroom teachers and senior leaders.

For class teachers, this involves observation of their classroom practice followed by an interview, during which candidates have an opportunity to reflect critically on the lesson they taught. For senior leaders, candidates take part in an Assessment Centre which includes four activities that explore aspects of the role they hope to undertake, as well as a school visit where they are interviewed by pupils and staff.

In 2017/2018, new headteachers were appointed at Alloa Academy, Alva Academy, Craigbank Primary School, Sunnyside Primary School. Strathdevon Primary School, Sauchie and ABC Nurseries

3.4 Teacher Professionalism

Employee Review and Development (ERD)

We are currently piloting new ERD processes for Education with a view to a rollout for all staff during session 18-19. The new process will be accessed electronically via iTrent.

Early Learning and Childcare Academy

An Early Learning and Childcare Academy was set up in Clackmannanshire to deliver Scottish Vocational Qualifications for Assessors who provide support and training to recruit and develop Early Learning and Childcare trainees. We currently have eight trainees who are supported through the Early Learning and Childcare Academy. They are based in nursery with half a day a week input from Early Years staff on the underpinning knowledge on early learning and childcare.

Trainees are supported by four assessors and they each have a mentor. Whilst centre staff lead the learning, field based nursery staff have had the opportunity to deliver sessions on topics that they specialise in.

The impact of this work will be that we can develop more Early Learning and Childcare staff locally who will help us deliver the expansion to 1140 hours of free early learning and childcare.

Getting it Right – Child Protection

100% of heads of establishment & centre based staff have undertaken Intensive Workforce (formerly Level 4) Child Protection training. A minimum of one Depute Head from each secondary school along with Managers from our private partner nurseries have also been trained. Briefing sessions have been delivered to school janitors and catering staff.

Specific Level (formerly Level 2) training is being revised to be delivered to all teaching and support staff.

3.5 Parental Engagement

Parental Involvement and Engagement Strategy

A new Parental Involvement and Engagement Strategy has been developed in line with Parental Involvement legislation. This has been developed in consultation with Clackmannanshire's Parent Councils and legally is the source document for schools.

As part of the School Review process, a focus group of parents and a survey has been used to gather parents' views about their school. These focus groups and surveys have provided evaluation data about what schools do well and where they could improve their parental involvement and engagement. This information was used to shape the strategy. A group of parents whose children have Additional Support Needs also contributed their views.

Parental Engagement In Physical Education, Physical Activity & School Sport (PEPASS)

Targeted work within Coalsnaughton, Deerpark, Banchory and Park Primary Schools has taken place using a collaborative PEPASS approach including the SAC PEPASS Officer, Primary PE teacher, Active Schools Co-ordinator and SMT representative in each school.

Parent and pupil surveys were undertaken at the start of the intervention to gauge current understanding and engagement in PEPASS and this will be repeated in June 2018.

In addition small groups of pupils were identified by each school as a result of a variety of factors including participation levels, classroom engagement in learning, parental support and other factors such as behavioural needs or SIMD area. These pupils have been supported on a weekly basis to participate in a range of PEPASS activities such as team building, soft archery, judo and leadership.

The overall schools participation levels in inter school sports events and overall pupil participation in Active Schools programmes has been tracked with final results being produced in June 2018.

Interim feedback from school teachers is that the targeted pupils are more engaged in their overall learning and the interim sports participation data shows:

- Coalsnaughton PS - 44% increase in participation rates in extra curricular sports clubs
- Banchory PS - 87% increase in participation rates in extra curricular sports clubs
- Deerpark PS - 39% increase in participation rates in extra curricular sports clubs
- Park PS - 5% increase in participation rates in extra curricular sports clubs

Syrian Refugee Programme

The Community Learning and Development Team now has a full complement of ESOL/Support staff and with guidance from the SQA, learning programmes are being developed to meet the needs of the 37 Syrian Refugee learners. This will ensure that they meet the required levels to allow them to enter college. This programme is now part of our core business and more learners will go to college in August.

Education is also providing support to all Syrian children and families through the Education Support Programme.

3.6 Assessment of Children's Progress

Attendance and Exclusions

New procedures have been put in place this year to improve attendance and reduce exclusions. A campaign, Attend Today, Achieve Tomorrow, has been introduced in partnership with parents and staff, to improve awareness of the impact of occasional absence days on attainment. Social media and visual materials have been used to promote the campaign. This is already showing impact with attendance in some areas already increasing.

Outcomes for Looked after Children

We have continued to monitor closely the outcomes for Looked After Children. Data for this group in relation to : Attendance, Exclusions, Attainment and Positive Destinations is analysed carefully and discussed with schools at termly visits by the Improving Outcomes Managers and at Secondary School Improvement Meetings with the Chief Education Officer (November 2017 and May 2018). This will be one of our "Obsessions" in 2018/2019 which we track on a weekly basis and in partnership with Social Work we will consider how we work jointly to improve the outcomes for Looked After Children.

A summary of progress for LAC Children can be seen at the end of the NIF Progress Report at Appendix 2.

Additional Support Needs (ASN)

Our Staged Intervention guidance to meet the needs of children with additional support needs has been reviewed this session to ensure it is clear and concise and user friendly for all stakeholders in education to access. The Staged Intervention process is used in all Clackmannanshire educational establishments to support children and young people who experience barriers to learning. It is designed to assist schools to deploy resources effectively to ensure all children and young people access an appropriate curriculum. The process is underpinned by a range of legislation outlined in the following context section.

Clackmannanshire Council's Staged Intervention process provides schools, parents, children and young people and other agencies with a framework to assess, identify, plan and review support for children and young people who have Additional Support Needs (ASN). This process ensures that children and young people and parents/carers are fully involved in planning and decision making regarding their education and that advice/support is requested from other services when required. Our aim is to identify and meet the needs of children and young people at the earliest opportunity to promote, support and safeguard wellbeing and improve outcomes for children and young people.

All stages of intervention require robust assessment using aspects of the National Practice Model in a proportionate and timely manner, involving appropriate partners to ensure effective planning for children and young people.

The new guidance has been shared with all educational establishments. Online training is currently being developed and it is expected that all schools will complete the training via Clacks Academy. We will develop a parent/carer information leaflet in partnership with a group of parents.

We have developed bespoke ASN training packages for mainstream educators in Autism Spectrum Disorder, Social Emotional Behaviour Needs and complex Additional Support Needs. Staff from Nursery, Primary, Secondary and Specialist settings have worked together on the packages to ensure that training is relevant and can support children and young people. The training is being trialled in early June by Redwell, Deerpark, Sunnyside and Alva Academy. The schools are acting as 'critical friends' and to evaluate the training to ensure it is offering the most effective support and advice in each of the 3 specialist areas. The training packages will then be available on the Career Long Professional Learning calendar throughout session 2018-19.

We met with a group of parents who have children with ASN in Nursery, Primary and Secondary and our Specialist settings to discuss what is working well in ASN and what needs to be improved. Parents said that the journey to getting the correct support for their child was challenging but they also felt that once the needs of their child were identified that support generally was given quickly. They felt that staff in schools, particularly primary settings, needed to be better at identifying ASN so that children could be supported earlier. We have translated the feedback from our parents into an action plan to improve our practices and support in ASN across Clackmannanshire and this includes meeting with the parents to update them on our actions and we are planning an annual ASN Parent Fayre, the first will take place in October 2018.

Sports Activity

A seven week programme of a wide variety of sports and physical activities was set up for the school summer holiday period for pre-school, primary and secondary children. There was also a separate programme for children and their siblings with additional support needs. A total of 4,128 participated in the programme across the following venues; Lornshill Academy, Alloa Academy, The Wasp and Firpark Ski Centres. There were 27,023 participation units throughout the summer programme.

In partnership with Social Services, an additional 60 young people were assisted in various ways to engage and participate. An additional 4 young people were directed by Women's Aid to participate.

The Easter programme took place across the two weeks of the Easter holidays with a total of 1,836 participants across the nine day programme. Twelve young people were signposted by Social Services and as a result three children are accessing Sports Development activities beyond the Easter Programme.

Scottish Attainment Challenge

Following meetings with Scottish Government in October and November 2017, the Attainment Team carried out a review of the 2017-2018 programmes. Focussed monitoring, school reviews and evaluations highlighted that some interventions were not achieving their outcomes and impact. As a result three funded programmes, Read Write Inc and PEPASS ceased in MARCH 2018. CCafe has been redesigned.

Six Improving Outcomes Principal Teachers are now in post (January 2018). Their focus is on providing school based support, working directly with university partners to support class teachers and children, and planning and delivering high quality professional learning for all practitioners to close the poverty related attainment gap.

Each school's Pupil Equity Fund (PEF) plan has been cross-referenced to the outcomes of the Attainment Challenge to ensure that the process of selecting interventions and approaches contribute to closing the attainment gap between the most and least disadvantaged children.

A Collaborative Research and Evaluation Strategy is in place to ensure that there is a coherent and consistent approach to the use of evidence for improvement and is available on Glow for all staff. Collaboration with Strathclyde, St Andrews and Stirling Universities is building capacity by developing sustainable ways for educational establishments to extend and strengthen their professional collaboration, working arrangements and engagement with the communities they serve.

The Improvement Outcomes Analyst has developed a tracking and monitoring process which focuses on individual cohorts and disadvantaged groups against a set of performance measures aligned to the National Improvement Framework and Attainment Challenge.

The School Review process confirmed the need to improve the quality of learning and teaching. As a result, the Tapestry Partnership are delivering a bespoke programme for Clackmannanshire schools to improve pedagogy and equity.

The Early Intervention Team has been redesigned so that allocation is based on SIMD need and Teacher Professional Judgement. They are undertaking CLPL on the use of Improvement Science to support measuring impact of their targeted work.

A more detailed report containing information about the remaining SAC interventions was submitted in April 2018 to the Scrutiny Committee.

Readiness for Learning (R4L)

Readiness for Learning has been developed by the Educational Psychology Service and is based on helping all children and young people to regulate or manage their brains in times of stress to help them feel safe, settled and 'ready to learn'.

The approach uses best practice from attachment theory, nurture principles and neuroscience to help children and young people become the best learners that they can be.

What does an R4L classroom look like?

- Care and thought is given to the physical and sensory environment
- Educators understand the impact of stress on learners and themselves
- Relationships are key
- Learning is understood at a brain level
- Time is spent helping all learners to regulate

Impact so far has been -

- 500 educators trained in the Neurosequential Model in Education (NME)
- 76% trained educators have implemented NME in their classrooms
- 47% trained educators can identify a positive impact on pupils
- 90% pupils in one R4L classroom expected to achieve Early Level in literacy and numeracy by the end of P1
- 55% schools trained in NME showing an increase in attendance in the 12 months following training

Developing the Young Workforce (DYW)

Partnership working with schools and employers through the Developing Young Workforce has been increasing, with a range of employers working with schools to help develop employability skills.

In May 2017, DYW offered a pilot programme of industry and college placements for teachers. The aims of this programme for teachers were:

- To support the challenge of teachers to bring the world of work into the classroom.
- To offer CLPL to teachers to develop and up to date understanding of current industry practice
- To develop an understanding of current further education provision and opportunities available to young people.

Teachers from Modern Studies, Chemistry, Design and Technology and Home Economics took part in the programme and spent time in Forth Valley College, Hanson concrete, Diageo and Historic Environment Scotland. There are plans to expand this programme to more teachers and faculties and increase business support to prepare young people for work.

The Primary Aspirations Programme has been introduced to Primary Schools and aims to encourage P6-P7 children to raise aspirations and encourage pupils to think about what sort of work they may want to do in future. This programme has been successful in 3 primary schools so far and other schools will come on board next session.

Activity Agreements

There have been positive outcomes for 12 young people who had an Activity Agreement and moved on to a positive destination -

- 100% received after care for 3 months after they secured their destination followed by contact at 6, 9 and 12 months from the date after they left the programme. This ensured that if any issues arose or they needed to be referred / supported to access other services this was implemented at the earliest stage.

- The post agreement tracking and interventions have contributed to maintaining the positive destination figures and the participation measures.

Alternative Pathways / Destinations

This programme supports young people who have left school and are not participating in any positive destination e.g. training, education or employment.

In October 2017, 65 school leavers were shown as not being in a positive destination. The information on these young people is analysed and tracked and a Destination Partnership Group comes together to discuss and provide opportunities for these school leavers. The number not in a positive destination has fallen to 43.

Sports Development Modern Apprentices

Sports Development were able to fund 7 Modern Apprentices who supported the necessary administration and sports coaching until August 2017. All successfully gained their SVQ level 2 and have moved into further education, sports coaching employment or other employment. Two of these MAs have joined the relief database for Sports Development coaches and continue to support our afterschool programmes and sports events.

From September 2017, 5 new Modern Apprentices are in place until August 2018 and funded by income generated by Sports Development activities. They are all on target to complete their SVQ level 2 along with various national governing body of sport qualifications and other generic certificates. The Modern Apprentices are a highly valued part of the Sports Development contribution especially in our schools programmes where they act as positive role models.

Youth Voice and Year of Young People

Members of the Youth council have taken the lead on the partnership work with the Education Service on developing and carrying out the 'Have your Say' youth consultation which will be feeding in to the Community Learning and Development Plan.

The results of this consultation will also be used to develop a manifesto for the Youth Councils, feed into the new pupil parliaments at Alva Academy and Alloa Academy, with the already formed Lornhill Academy using their work to develop their roles further.

It is the aim that this work will lead to a Clacks Youth Voice Forum / Network supported by Education and the Youth Council. The network will be a legacy from the Year of Young People along with our digital media champions within the schools and communities.

Youth Council members have established regular meetings with the Education Senior management Team which has enabled them to raise and share issues within education and the wider community.

Youth Bank – the young people involved in the Clacks Youth Bank have been supported in reviewing their application and assessment process. In 2016/17 there was only one successful application. It was identified that there were a number of areas needing to be reviewed due to the lack of successful applications, a new application form has been developed along with an updated assessment process. This has led to 4 successful applications being made since January 2018.

3.7 Performance Information

Supporting Schools with Data Analysis

Overall, improving Data Literacy across the Education Service has been a priority this year.

The Service Improvement Analyst has been working closely with schools over the course of this year to increase their understanding and use of data for improvement. She has held Data Surgeries and Clinics with staff, and ran a number of CLPL sessions

Secondary Schools: Insight awareness training was provided by Scottish Government Insight Team at the beginning of January 2018 with all three secondary schools in attendance. Specific attention was drawn to using Insight to establish if the curriculum on offer was best suited to all students with discussions around using the SQA Directory more for choice selection in school timetables. School Support Service are keen to use Insight more in school planning and further engagement is expected in the next academic year.

Insight awareness was provided to Educational Psychologists in February with a positive reaction to the information it can provide. Further engagement will continue into the next academic year with this team.

Primary Schools: 15 primary schools took up the offer of assistance with data analysis and the use of data to effectively track pupil progress. Visits have taken place with primary schools and they are all keen to learn more about how to use data more effectively in planning classroom programmes and interventions.

In consultation with some Headteachers, she has developed a new electronic pupil tracking system which will be introduced next school year to support schools in tracking and monitoring progress of children throughout their Broad General Education. This development links closely with work in the Attainment Challenge to close the poverty related attainment gap.

Awareness and training of the new Scottish Government Broad General Education (BGE) Benchmarking Tool will be delivered to schools with the assistance of Scottish Government over the next few months. The tool allows schools to compare their performance and data to other schools with similar characteristics.

Centre based staff teams have been supported to use data to evaluate their own performance and impact on outcomes for children, young people and families. Staff have taken part in NIF stand-up sessions throughout the year to increase connectivity and awareness of each team's developments and encourage collaboration.

Awards

The excellent practice in our schools and nurseries has been recognised this year by being shortlisted in a number of national awards. Banchory Primary School was awarded the Digital Schools Award in May 2018 in recognition of their 'Tablet Academy' work. Alva Academy and Banchory Primary are currently finalists in the Scottish Education Awards for

- OYCI (Ochil Youth Community Improvements), a social enterprise which empowers young people in Clackmannanshire to lead on improving the local area
- Allison Littlejohns as Headteacher of the Year

Clackmannanshire Education Service is holding its Towards Excellence Awards in recognition of the innovation and good practice currently underway in schools. A total of 29 nominations have been received and the nominees and winners will be recognised at an event on the 7th of June at Lornshill Academy.

In October 2017 Abercromby Nursery Class received the Nancy Ovens Award for Play. They were recognised for the creation of a rich and exciting outdoor environment. The use of a fire pit, building dens and climbing trees are everyday occurrences. Families are involved in their children's learning and one day a week they engage with this exciting approach to learning.

3.8 Complaints and Enquiries / FOI Requests

A new consistent method of recording and monitoring comments and complaints was introduced in Autumn 2017 using the Complaints Database. The figures shown below related to complaints received between October 2017 and May 2018.

3.8.1 Complaints

Stage 1 complaints are recorded and monitored by individual schools and teams.

All Stage 2 complaints were answered within the 20 day response period.

Complaint Stage	Sector	Subjects	No. Rec'd
Stage 2	Primary Schools	<ul style="list-style-type: none">• Bullying• Pupil Absence• Behaviour	4
Stage 2	Nurseries	<ul style="list-style-type: none">• Incident in Playground	1
Stage 2	Secondary Schools	<ul style="list-style-type: none">• Communication	1

3.8.2 FOI requests -

MP & MSP ENQUIRIES	
Period	Total Enquiries Received
2016/17	13
2017/18	23
77% Increase	

COUNCILLOR ENQUIRIES	
Period	Total Enquiries Received
2016/17	37
2017/18	48
30% Increase	

FOI ENQUIRIES	
Period	Total Enquiries Received
2016/17	120
2017/18	150
25% Increase	

3.9 Current financial situation

Finance figures to follow from Finance Services.

4.0 Sustainability Implications

4.1 The paper has no sustainability implications.

5.0 Resource Implications

5.1 The paper has no resource implications.

6.0 Exempt Reports

7.1 Is the report exempt? Yes

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
 The Council is effective, efficient and recognised for excellence

(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 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

Appendix 1 Pentanna Report

Appendix 2 NIF Progress Report

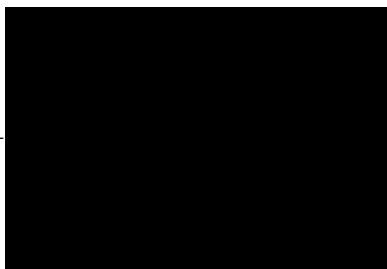
12.0 Background Papers

None



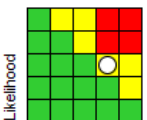









Author(s)

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

Approved by

NAME	DESIGNATION	SIGNATURE
Anne M Pearson	Chief Education Officer	
Nikki Bridle	Chief Executive (Acting)	







Key to symbols used in this report

Indicators		Actions		Risks			
Trend Compares one period's performance with the previous (this year with previous year or this quarter with previous quarter)		Expected Outcome Owner assessment		Score Likelihood x Impact (1 - 5)	Status		
	Performance has improved		Already complete			Score of 16 or above	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 Corporate Risk Management Guidance.
	Performance has remained the same		Will complete within target dates			Score of 10 to 15	
	Performance has declined		Will complete, but outwith target			Score of 9 or below	
	No comparison available - May be new indicator or data not yet available		Fail to complete	Current risk score takes into account internal controls already in place Target risk score shows the level at which the risk will stop being 'treated' and then be 'tolerated'			







EDU BP 17-18 annual report





Generated on: 01 May 2018







- **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**






Covalent Ref.	PI Description	2015/16	2016/17	2017/18			Lead
		Value	Value	Value	Target	Long Trend	
EYO INS 001	The number of funded Early Years providers which were graded good/better as a percentage of all funded Early Years Provision which was inspected.	94.4%	100.0%				Improving Outcomes Manager – Early Years
SCH ATT B4a	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Reading, Primary 1	76.7%	80.7%		82.0%		Improving Outcomes Manager – Broad General Education
SCH ATT B4b	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Reading, Primary 4	66.1%	64.5%		71.0%		Improving Outcomes Manager – Broad General Education
SCH ATT B4c	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Reading, Primary 7	68.5%	70.2%		73.0%		Improving Outcomes Manager – Broad General Education
SCH ATT B5a	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Writing, Primary 1	73.2%	76.6%		78.0%		Improving Outcomes Manager – Broad General Education
SCH ATT B5b	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Writing, Primary 4	58.9%	57.8%		64.0%		Improving Outcomes Manager – Broad General Education


Covalent Ref.	PI Description	2015/16	2016/17	2017/18			Lead
		Value	Value	Value	Target	Long Trend	
SCH ATT B5c	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Writing, Primary 7	58.0%	48.7%		59.0%	?	Improving Outcomes Manager – Broad General Education
SCH ATT B6a	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Listening & Talking, Primary 1	83.3%	86.4%		87.0%	?	Improving Outcomes Manager – Broad General Education
SCH ATT B6b	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Listening & Talking, Primary 4	69.4%	75.7%		79.0%	?	Improving Outcomes Manager – Broad General Education
SCH ATT B6c	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Listening & Talking, Primary 7	73.2%	75.1%		78.0%	?	Improving Outcomes Manager – Broad General Education
SCH ATT B7a	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Numeracy, Primary 1	76.8%	79.0%		81.0%	?	Improving Outcomes Manager – Broad General Education
SCH ATT B7b	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Numeracy, Primary 4	59.7%	59.8%		67.0%	?	Improving Outcomes Manager – Broad General Education
SCH ATT B7c	Percentage of pupils achieving expected Curriculum for Excellence (CfE) levels (based on Teachers' professional judgement) in Numeracy, Primary 7	54.5%	53.6%		61.0%	?	Improving Outcomes Manager – Broad General Education
SCH SHS SCH	The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with local schools (3 year rolling average, LGBF Code: EDU08)	87.7%	86.0%				Improving Outcomes Managers
SCH INS C02	Primary schools receiving positive HMIE inspections in all indicators	50%	100%	Establishing Baseline Data	100%		Improving Outcomes Manager – Broad General Education
SCH INS C03	Secondary schools receiving positive HMIE inspections in all indicators	none	none	Establishing Baseline Data	100%		Improving Outcomes Manager – Broad General Education

Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
EDU 17 01	Leadership and CLPL Programmes are implemented, supporting probationers, teacher, early Learning and Childcare staff, Principal Teachers, Depute Head Teachers, Head Teachers and Classroom Assistants	30-Jun-2018	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%		The CLPL programme contains three leadership workstreams - the SAC Leadership / Curriculum Development programme, - Leadership for Middle Leaders and - Pedagogy and Practice.	Improving Outcomes Manager – Broad General Education
EDU 17 02	Mentoring and support mechanisms are set up for existing and new Head Teachers and SMTs	30-Jun-2018	<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 75%		IOMs will ensure that mentors have been identified for new head teachers and some are already in place. IOMs are providing ongoing support to new head teachers through regular support and challenge visits.	Improving Outcomes Manager – Broad General Education
EDU 17 03	The Curriculum Rationale in schools is reviewed in partnership with Education Scotland and Stirling University (SAC)	30-Jun-2018	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%		Alison Drever from Education Scotland has delivered the Developing Your Curriculum Rationale session to all primary and secondary Head Teachers and Depute Head Teachers. The feedback from these sessions was very positive. Head Teachers 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. The Curriculum Rationale is now a focus during the school review visits and the School Review Team is providing individualised feedback. Head Teachers are now working to improve the rationale for their unique school curriculum. However, some schools require additional and ongoing support and this is currently being provided by the IOMs.	Improving Outcomes Manager – Broad General Education
EDU 17 05	Leadership of Learning is delivered in partnership with University of Stirling (SAC) & SCEL	30-Jun-2018	<div style="width: 66%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 66%		A number of practitioners are currently undertaking masters level modules in conjunction with Stirling University and Strathclyde University. We have two primary Head Teachers who are undertaking the In Headship programme and two Head Teachers undertaking Excellence in Headship Programmes. These programmes will enhance their understanding of leadership. We anticipate the impact of these professional learning activities to be that school leadership improves and impacts on better outcomes for learners.	Improving Outcomes Manager – Broad General Education
EDU 17 08	An Early Learning and Childcare Academy is set up to deliver SVQ Programme for Assessors	30-Jun-2019	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%		Our trainees continue to complete the work required for their qualification. We are now down to 3 assessors due to one assessor moving to another Local Authority. One of our assessors has picked up the additional 2 trainees to ensure they continue to progress.	Improving Outcomes Manager – Early Years
EDU 17 09	Increased collaboration activity within, across and beyond school is supported	30-Jun-2018	<div style="width: 66%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 66%		Improving Outcomes Managers, in discussion with Head Teachers, are identifying areas where schools would like to collaborate with a	Improving Outcomes


Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
					view to identifying 'partner schools'. The IO Managers are then 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. Redwell, Park and Coalsnaughton Primary Schools have already been matched, with help from Education Scotland, with schools in Renfrewshire. The long term goal is to create a collaborative network of schools across the whole of Scotland, which is topic led, and a suggested process for creating this network has recently been published by SCEL.	Manager – Senior Phase
EDU 17 10	SAC Literacy is developed in partnership with University of Strathclyde	30-Jun-2018	<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 60%		Review of TPJ and feedback from Sue Ellis has indicated 7 target schools. These will be the focus of intervention from March – June. A further 11 will be added from August. Two Improving Outcome PTs have developed a timetable of involvement with each school and contract of engagement to raise literacy attainment for targeted children and staff confidence in the delivery of the 3 Domain model. A confidence measurement tool has been developed to set a baseline measure. This will be shared with all participating teachers in April.	Improving Outcomes Manager – Broad General Education
EDU 17 11	SAC Health and Wellbeing is developed in partnership with University of Strathclyde	30-Jun-2018	<div style="width: 66%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 66%		Participants are still to complete their dissertation as part of the final module to fulfil course requirements. This is due in at the end of May. Participants have found the course useful and have benefited from focused collaboration with educators from other establishments. Learning and expertise from this course will continue to be shared with the Health and Well-being implementation team to drive forward improvements in curricular programmes and interventions. Children and young people in Clackmannanshire will benefit from a more robust learning pathway matched to the context of each education establishment. Educators will have increased confidence in the use of Benchmarks aligned to these pathways ensuring that Health and Well-being outcomes for all learners will improve.	Improving Outcomes Manager – Broad General Education
EDU 17 14	CLD Professional Standards are developed and in use	30-Jun-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		100% of the team will have undertaken three CLPL sessions. This has brought about a change in practice and we are now using data much more to influence forward plans. As a consequence changes are being made in the programmes to meet the outcomes in a more targeted, focussed way.	Improving Outcomes Manager – Senior Phase
EDU 17 20	Learning Together Programme (PEEP) and Psychology of Parenting Programme (PoPP) training is delivered for staff from Early	30-Jun-2018	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 75%		1 incredible years and 1 triple P group are currently running. All nurseries now have at least one staff member trained in Communicating with Parents.	Improving Outcomes Manager – Early

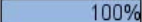

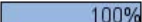



Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
	Years					Years
EDU 17 30	The Readiness for Learning approach is rolled out consisting of training and a range of strategies including Neuro-sequential Model n Education (NME), Therapeutic Service (TS) and Nurture (SAC)	30-Jun-2020	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%		CLPL calendar of events is underway. Showing of Resilience documentary on 12.02.18 was sold out (300 tickets) and has generated interest and discussion amongst educators. Visit to R4L classrooms in Park PS has created further interest in developing these environments within different schools.	Improving Outcomes Manager – Senior Phase
EDU 17 33	A Play Strategy is developed	31-Oct-2018	<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50%		Meetings were arranged for during the Easter holidays to write the draft play strategy. This then went out for consultation April to June 2018.	Improving Outcomes Manager – Early Years
EDU 17 36	Literacy and Numeracy strategies / interventions are developed (SAC)	30-Jun-2018	<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 25%		A short life mobilisation group has been established to review the current work streams across Literacy and Numeracy. This group will meet x6 from March - June to oversee the development of the draft strategies and will provide updates to the Literacy and Numeracy Group Leads. Two Improving Outcomes Principal Teachers are carrying out research to ensure that both Strategies align with core local and national improvements. This was completed by the end of April.	Improving Outcomes Manager – Broad General Education
EDU 17 42	E-learning journals to track children's development are implemented by Early Learning and childcare staff	30-Jun-2018	<div style="width: 66%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 66%		The nurseries continue to embrace the e-learning journals and staff are becoming more familiar with them. The children are also being encouraged to comment on their own learning through a child's voice section. The numeracy and literacy progression pathways for Clackmannanshire are in the process of being added.	Improving Outcomes Manager – Early Years
EDU 17 47	New recruitment, selection, induction and PRD processes are implemented	30-Jun-2018	<div style="width: 66%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 66%		The Education Service in Clackmannanshire Council has revised the processes used to recruit classroom teachers and senior leaders. For class teachers, this involves observation of their classroom practice, followed by an interview, during which candidates have an opportunity to reflect critically on the lesson they taught. For senior leaders, candidates take part in an Assessment Centre which includes four activities that explore aspects of the role they hope to undertake, as well as a school visit where they are interviewed by pupils and staff.	Improving Outcomes Manager – Broad General Education
EDU 17 48	Schools and teams at centre are assessed for appropriate level of implementation of Readiness for Learning Programme	30-Jun-2018	<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%		Applied Nurture Framework self-evaluation activities have now been completed with Educational Psychology Service, Education Service Managers and all six schools identified as possible candidates for NME this session. From this, one school was selected and trained in November 2017 and the final two schools for this year were trained in February 2018, in addition to the Community Learning and Development Team and Primary PE Team, plus new staff from	Improving Outcomes Manager – Senior Phase





Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
					previously trained schools.	
EDU 17 53	Language is Fun Together programme is delivered by Speech and Language Therapists (SALT) to Early Learning and Childcare settings	30-Jun-2020	<div style="width: 83%;"><div style="width: 83%;"></div></div> 83%		All child language measures (vocabulary assessment) and staff baselines (questionnaires and video analysis) have been gathered.	Improving Outcomes Manager – Early Years
EDU 17 60	CLPL in Data Literacy is provided for all	30-Jun-2018	<div style="width: 66%;"><div style="width: 66%;"></div></div> 66%		Training Date was set for 26th April which will focus on analysis of Teacher Professional Judgement data. Further training and support sessions are planned.	Improving Outcomes Manager – Senior Phase
EDU 17 63	A Research and Evaluation Strategy is developed, outlining approaches to effective evaluation, effectively linking research, policy and practice	30-Jun-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		The Research and Evaluation framework has been completed and Collaborative Action research guidance has been developed and issued to schools. December 2017 will see the academics sharing their findings so far on the projects they have been working on with the local authority. This joined up approach to working with academic partners means that a further meeting will be planned for May 2018 to ensure a joined up approach to research and evaluation.	Improving Outcomes Manager – Senior Phase
EDU 17 65	All schools and nurseries are supported with use of data and analysis by the Improvement Analyst	30-Jun-2018	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%		March 2018 - Secondary Schools: Insight awareness training was provided by Scottish Government Insight Team at the beginning of January 2018 with all three secondary schools in attendance. Specific attention was drawn to using Insight to establish if the curriculum on offer was best suited to all students with discussions around using the SQA Directory more for choice selection in school timetables. No further engagement has been provided to secondary schools despite offers via emails and telephone discussions around using Insight across the school curriculum. School Support Service are keen to use Insight more in school planning and further engagement is expected in the next academic year. Insight awareness was provided to Educational Psychologists in February with a positive reaction to the information it can provide. Further engagement will continue into the next academic year with this team.	Improving Outcomes Manager – Senior Phase
EDU 17 66	A local dashboard / set of school level performance data is in use	30-Jun-2018	<div style="width: 66%;"><div style="width: 66%;"></div></div> 66%		Performance Dashboard will be incorporated into pupil tracker with links to BGE Tool. This is still in development with assistance from	Improving Outcomes



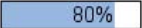



Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
					one of the primary school head teachers. Two primary schools will trial the new tracker during term 4 and feedback will assist in further development over the summer holidays. It is anticipated that the pupil tracker will be available for all primary schools in the next academic year.	Manager – Senior Phase
EDU 17 68	School Improvement Meetings are supported by clear profile and benchmarks for improvement	30-Jun-2018	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">66%</div>		March 2018: SIMs focusing on attainment took place in term 1, with reports focusing on attainment data concerning exam results in August. Feedback from these reports was provided by both Alloa Academy & Alva Academy with none from Lornshill Academy. Further engagement has taken place with Alloa Academy Head teacher for the meeting scheduled in March 2018 in relation to content and analysis.	Improving Outcomes Manager – Senior Phase

- 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

Covalent Ref.	PI Description	2015/16	2016/17	2017/18			Lead
		Value	Value	Value	Target	Long Trend	
CHC LAC B4a	Percentage of Looked After Children with More than 1 Placement Within the Last Year	18.5%	17.4%				Children and Families Social Work
SCH ATD C1a	Percentage of half days attended by pupils in primary schools	94.24%	94.60%				
SCH ATD C1b	Percentage of half days attended by pupils in secondary schools	91.06%	90.30%				
SCH EXC C1a	Cases of exclusion rate per 1000 pupils (primary)		19.00				
SCH EXC C1b	Cases of exclusion rate per 1000 pupils (secondary)		47.30				

Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
EDU 17 15	Training on Child Protection for all educators has been carried out	30-Jun-2018	 100%		All Heads of establishment & Centre based staff have undertaken Intensive Workforce (formerly Level 4) Child Protection training. At least one Depute Head from each secondary school along with Managers from our Private Partner nurseries have also been trained. Briefing sessions have been delivered to school janitors and dinner ladies. Specific Level (formerly Level 2) training is being developed to be delivered to all teaching and support staff.	Improving Outcomes Manager – Early Years
EDU 17 19	Training and support for head teachers, educators and staff is provided in partnership with Enquire / Resolve / Children in Scotland to promote positive parental engagement	30-Jun-2018	 100%		ASN teams across Clacks are informed on latest legislation and therefore responsibilities for supporting children and families with ASN in a thorough and consistent manner across the council. When we engaged with parents some commented on a postcode lottery depending on the skill and knowledge of staff about ASN. This will ensure consistency and equity for ASN across the council	Improving Outcomes Manager – Senior Phase
EDU 17 22	Ccafe for families is further developed and expanded to specific Primary Schools (SAC)	30-Jun-2018	 100%		The C-Cafe came to an end in March 2018 however the lessons learned from this programme have been taken forward to the new Adult and Family Learning Framework 'Family Learning in Clackmannanshire'.	Improving Outcomes Manager – Senior Phase


Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
EDU 17 23	An Early Intervention Team is set up to support 10 establishments to incorporate play and key elements of Early Years Literacy and Numeracy into the curriculum	30-Jun-2018	<div style="width: 75%;"><div style="background-color: #4F81BD; width: 75%;"></div></div> 75%		The role and remit of the EI Team has been revised to align with the core improvement objectives across the SAC. Allocation to schools is now based on TPJ, PIPS data and number of pupils in P1 and P2 in SIMD 1-3 so that there is a focus on improving outcomes for those within the highest levels of deprivation. This has been communicated to all HTs. A governance structure has been established with fortnightly update and business meetings to share good practice and review progress.	Improving Outcomes Manager – Senior Phase
EDU 17 29	A Syrian refugee integration and resettlement programme is developed and implemented	30-Jun-2018	<div style="width: 100%;"><div style="background-color: #4F81BD; width: 100%;"></div></div> 100%		Now with a full complement of staff, individual learning plans and guidance from the SQA, the learning programmes are being developed to meet the perceived needs of the 37 learners whilst ensuring that they meet the required levels to allow them to enter college. This programme is now part of our core business and more learners will go to college in August.	Improving Outcomes Manager – Senior Phase
EDU 17 41	Educational Psychology implements a data-led Service Delivery Model that is targeted and flexible to respond to local and national priorities	30-Jun-2018	<div style="width: 83%;"><div style="background-color: #4F81BD; width: 83%;"></div></div> 83%		The Educational Psychology Service (EPS) took advantage of the opportunities presented by wider organisational changes to thoroughly review its practice, aiming to increase efficiency, equality, and equity of service delivery. This was achieved via robust (and ongoing) self-evaluation based on gathering and analysing data about the ways we serve the Clackmannanshire population, as well as dialogue with stakeholders (including schools, families, multiagency partners, and colleagues within the Local Authority across services and levels of seniority). A partial implementation commenced in the 2016-2017 academic year, with built-in data collection, leading to a full self-evaluation and onward planning sessions in summer 2017. Taking into account the progress made and areas for improvement, we made adjustments to the service delivery model, for full implementation as of the beginning of the current academic year. We continue to record and analyse information about the requests for assistance that we receive across all stakeholders, which guides onward planning/ key priorities for the next session.	Improving Outcomes Manager – Senior Phase
EDU 17 49	A rolling programme of school assessment is in place to ensure appropriate, inclusive environments to meet the needs of all learners	20-Aug-2018	<div style="width: 40%;"><div style="background-color: #4F81BD; width: 40%;"></div></div> 40%		Mob team has had 2 meetings and now broken into sub teams to put together bespoke packages of training they can deliver in twilight sessions to mainstream colleagues. Met at end of March to look at each set of training. Have identified Strathdevon and Redwell as schools we can deliver ASD and Complex needs training to first and for them to be 'critical partners' on the content of the training before it is offered more widely to colleagues. Training packages ASD	Improving Outcomes Manager – Senior Phase

Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
					Complex Needs SEBN Manual Handling Moderate ASN and dyslexia	
EDU 17 56	Phase 1 of 1140 hours Early Learning and Childcare expansion is delivered at Sauchie Nursery and Alva Nursery Class	30-Jun-2018	 100%		A small but successful pilot ran over the October holidays in Sauchie Nursery. Planning is in place for future development.	Improving Outcomes Manager – Early Years
EDU 17 64	Evaluation and research from NME, in collaboration with the University of St Andrews, is shared at a range of local and national forums	30-Jun-2018	 80%		Work of Educational Psychology Service continues to be shared via Twitter with continued national interest – currently 779 followers. Presented on the work at Centre for Youth and Criminal Justice conference on 7th March.	Improving Outcomes Manager – Senior Phase
EDU 17 70	Implement revised guidance on Attendance and Exclusions	30-Jun-2018	 87%		Development Session delivered to Attendance and Welfare Officers delivered in March to share key areas of development and highlight the importance of their role. AWO indicated that the session gave them the opportunities to review their practice and find solutions to improving approaches and consistency across the Authority.	Improving Outcomes Manager – Early Years

- 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

Covalent Ref.	PI Description	2015/16	2016/17	2017/18			Lead
		Value	Value	Value	Target	Long Trend	
SCH PSU 001	Pupils who agree with the statement 'I enjoy learning at school' in the pupil survey			74%			Improving Outcomes Manager – Senior Phase
SCH PSU 002	Pupils who agree with the statement 'I enjoy my life' in the pupil survey			77%			Improving Outcomes Manager – Senior Phase
CHC CPR 001	Total number of child protection referrals	238	236	47			Children and Families Social Work
CHC CPR 021	Snapshot number of children on child protection register	38	20	31			
CHC CPR C03		4.0%	6.5%				Children and Families Social Work
CHC NEW 08a	Referrals received by the children's reporter on the grounds of misuse of alcohol or drugs	5.1%	2.7%				
CHC NHS 02a	Percentage of 3-5 year olds registered with an NHS general dentist - calendar year data	95.8%	92.0%				NHS
SPD EPE 01a	Engagement in Physical Education (minutes per week per secondary pupil)						Improving Outcomes Manager – Early Years
SPD EPE 01b	Engagement in Physical Education (minutes per week per primary pupil)						Improving Outcomes Manager – Early Years



Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
EDU 17 16	Career Long Professional Learning for staff on staged intervention has been carried out	30-Jun-2018	<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%		Guidance was near completion but more to be added. Meeting to be set up to review the guidance before its published for all. Training to go on Clacks Academy for all staff within Clacks to access	Improving Outcomes Manager – Senior Phase





Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
EDU 17 26	A new model of support for advocacy / engagement for families of children with ASN / GIRFEC is implemented	30-Jun-2020	33%		<p>Engaged with ASN colleagues across clacks mainstream and specialist settings from nursery, primary and secondary settings. We drafted out where we felt the gaps in parental engagement. Met with parents from the same settings and opened up frank discussion and got written feedback too.</p> <p>This has been transferred into an action plan and have named colleagues who will be responsible for addressing/working towards addressing the actions. The info from colleagues and parents was very similar.</p> <p>Colleagues very committed to working more closely as an ASN team and to ensuring that we improve our engagement across ASN. Actions outline clear plan ahead for improving our engagement but some actions will take longer than other more 'simple fixes'.</p> <p>Parents felt that this was a good start in making improvements together.</p> <p>Have begun work on a Parent/Carer information day where we will invite a wide variety of colleagues, partners, AHP, social work, Resolve, enquire, Inclusive Solutions, Play Alloa, CALL Scotland and more.</p>	Improving Outcomes Manager – Senior Phase





- 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



Covalent Ref.	PI Description	2015/16	2016/17	2017/18			Lead
		Value	Value	Value	Target	Long Trend	
EDE ECN 008	% of 16-19 year olds participating in employment education or training. (SDS Participation Measure).	88.2%	89.7%				SDS
EDE ECN 010	Number of Modern Apprentice new starts residing in Clackmannanshire (all ages)	289	346		300	?	SDS
EDE ECN 011	Percentage of the working age population that have a level 4 or above National Vocational Qualification (NVQ)	34.2%	36.7%				SDS
EDE SLD 17a	Percentage of the working age population that have low/no qualifications	10.3%	12.3%				SDS
SCH LVR CB1	% of school leavers who go on to positive destinations (in the follow-up survey in March)	90.2%	86.9%		93.7%	?	Improving Outcomes Managers
SAP FVC 001	% of college leavers who initially go on to positive destinations	92.9%					FV College

Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
EDU 17 06	Youth Network Voice is expanded to include a wider range of partners	30-Sep-2018	<div style="width: 66%;"><div style="background-color: #4f81bd; width: 66%;"></div></div> 66%		The training commenced in February with 34 young people participating. The programme completed by end of May 2018 with young people consulting 800+ peers. The results of this are being analysed with recommendations and pledges agreed in June.	Improving Outcomes Manager – Senior Phase
EDU 17 07	Young Carers Champions are introduced in schools	30-Jun-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; width: 50%;"></div></div> 50%		Since start of 2018, a Clackmannanshire Carers strategy has been developed. Eligibility criteria have been drawn up and there has been consultation with Young Carers about the Young Carers Statement which should be available shortly. Young Carers Champions have been identified in all 3 Secondary schools and Young Carers groups will be created, modeled on the good practice in Lornshill Academy. Consultation has taken place with Scottish	Improving Outcomes Manager – Early Years


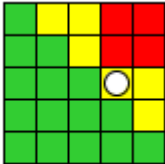
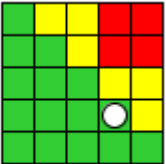

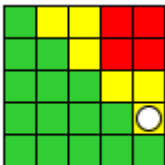
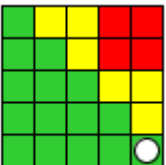
Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
					Government around the collection of data for the Carers census, I developed a method using SEEMIS for school based Young Carers and this was well received by Scottish Government as an interim measure until a national solution can be implemented.	
EDU 17 17	A Parental Involvement and Engagement Strategy for Clackmannanshire is created in partnership with Parent Councils and parents	30-Jun-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		<p>Clacks currently does not have a Parental Involvement and Engagement Strategy. We are legally obliged to have one which is refreshed every three years. Schools must also take account of the authority Parental Involvement and Engagement Strategy when preparing their School Improvement Plan.</p> <p>A review of Parental Involvement and Engagement strategies from other local authorities was carried out to identify common themes, contents and layout. The guidance on the 2006 Parental Involvement Act also helped clarify what needed to be included in Clackmannanshire's strategy. Clacks Parent Councils were consulted about any additional key themes to be included.</p> <p>School Reviews are being carried out in every Clackmannanshire school this session. Part of the School Review is a focus group with parents and also a survey to gather parents views about the school. As well as informing the findings of the School Review, these focus groups and surveys have provided evaluation data about what schools do well and where they could improve their parental involvement and engagement. That information has shaped the strategy. A group of parents whose children have Additional Support Needs also contributed their views. Actions for improvement have been included under each of the key themes.</p> <p>The draft strategy was consulted on with Parents Councils, Head Teachers and teams at centre. The resultant suggestions were taken on board to produce a final version of the strategy which has now been published. Feedback from schools is that it is a useful document and acts as a checklist so they can see in which areas they need to improve their parental involvement and engagement.</p>	Improving Outcomes Manager – Senior Phase
EDU 17 18	A Parent Council Forum is set up for ongoing dialogue and support at LA level	30-Jun-2018	<div style="width: 66%;"><div style="width: 66%;"></div></div> 66%		<p>Clacks already has a Parent Council Forum which is very well attended with almost all schools represented. The Education Service has, up to now, set the agenda for these meetings.</p> <p>When consulted, Parent Council reps were largely happy with the Parent Council Forum but asked if they could have time on the agenda to share issues with their own cluster reps and network with them and suggest topics for the SMT and Officers to speak about. At the January 2018 meeting, the entire agenda consisted of items proposed by the Parent Councils, showing them that we are listening to what they want. They also had the opportunity to network with each other and share ideas.</p>	Improving Outcomes Manager – Senior Phase


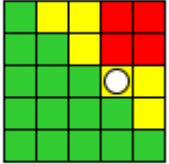
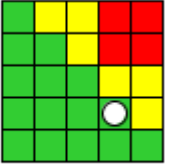
Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
					There may be more work to do on this depending on guidance issued by the Scottish Government. They may propose a consistent national model of how these Forums work which may mean some changes which will empower parents further.	
EDU 17 24	The University of Strathclyde parental and community project is piloted in the Alva Cluster	30-Jun-2018	<div style="width: 66%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">66%</div></div>		Schools in the Hillfoots cluster had a set of unique issues around parental and community involvement which were identified in a series of interviews with each school carried out by the project lead from Strathclyde University. The schools identified issues such as - Communication, Volunteering and involving parents in Decision Making as well as Collaborating with the Community. Some 'interventions' were planned - mainly in the form of information sessions and focus groups to address these issues. Parent Council members said they were clearer about their role in Decision Making and how they can involve the Community more in the life of the school - "I didn't know I could invite people from the local community to be part of the Parent Council." Schools are now working with parents on improving communication to gauge the effectiveness of some communication methods. A set of Volunteer Support materials has been developed in collaboration with a group of volunteers at Muckhart PS. Those are currently being tested by another Hillfoots school and will be offered to all Clacks schools in due course. "I wish I had had this [a role description] when I started volunteering." Next steps are to continue to work with Hillfoots Schools and plan how to share this work with all schools across Clacks once the pilot is over.	Improving Outcomes Manager – Senior Phase
EDU 17 28	An Early Learning and Childcare and After Schools Care survey of parents is carried out	30-Jun-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>		The survey responses were used to inform our action plan for 1140 hours	Improving Outcomes Manager – Early Years
EDU 17 32	A 3-18 Skills Framework is developed	30-Jun-2018	<div style="width: 50%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div></div>		The draft Framework was produced in December and has been out for consultation with key stakeholders - deadline end March 2018. Once the Framework is finalised it will be rolled out to all schools and Early Years establishments. The impact of this will be that all educators in Clackmannanshire will have a shared understanding of the importance and relevance of skills development at all ages and stages.	Improving Outcomes Manager – Senior Phase
EDU 17 38	An alternative pathways / destinations approach (sports, outdoor learning, creative arts, awards) is implemented	30-Jun-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>		The Jump Start Programme did not have a huge take up, this may have been due to the sheer number of initiatives targeting young people in the senior phase or, the programme may not have been attractive to pupils. We agreed that we would meet with schools	Improving Outcomes Manager – Senior Phase


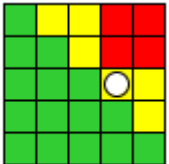
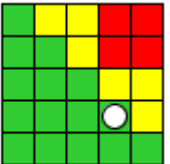
Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
					before we plan our offer for 2018 -19 ensuring that there is stronger partnership working, sharing of information and maximizing resources. As a result of that meeting, we have implemented a partnership programme with the schools and college to support Clackmannanshire Job Enterprise Training (CJET).	
EDU 17 39	The range of senior phase qualifications / achievement awards is increased	30-Jun-2018	<div style="width: 66%;"><div style="background-color: #4f81bd; width: 66%;"></div></div> 66%		The range of Foundation Apprenticeships available to students in Senior Phase has been increased and schools are actively promoting these. Schools are investigating alternatives to National 5 - e.g. National Progression Awards which give students the same tariff points but in an alternative programme of study. A trial is underway of a virtual school set up to identify the possibilities of using technology to enhance the curricular offering in particular at Advanced Higher. This will mean a broader range of qualifications can be accessed by students if they are on offer in any of our schools. The impact of this work will be to increase the range of learning pathways available to Senior Phase students in Clackmannanshire.	Improving Outcomes Manager – Senior Phase
EDU 17 40	Partnerships with employers / DYW are increased	30-Jun-2018	<div style="width: 66%;"><div style="background-color: #4f81bd; width: 66%;"></div></div> 66%		Education Services has been working in partnership with Developing the Young Workforce (DYW) Forth Valley to build collaboration with employers to offer young people learning opportunities within the workplace. This includes, interview skills, work placements, world of work insight events and upskilling of teachers so they are aware of the current skills demand from employers. The impact of this range of activity is that young people will be able to find out more about their chosen area of career from real life examples and experiences and will be better equipped to apply for and succeed in competitive interviews for jobs in many more areas of employment.	Improving Outcomes Manager – Senior Phase
EDU 17 55	Impact of Early Learning and Childcare providers delivering extra hours is evaluated	30-Jun-2018	<div style="width: 66%;"><div style="background-color: #4f81bd; width: 66%;"></div></div> 66%		The pilot for 1140 hours is successfully running at Coalsnaughton NC. The nursery are documenting their experience and have already made changes to the session times based on parental requests.	Improving Outcomes Manager – Early Years
EDU 17 61	A Communications and Engagement Strategy is developed	30-Jun-2018	<div style="width: 60%;"><div style="background-color: #4f81bd; width: 60%;"></div></div> 60%		Each team in Education has their own set of stakeholders, methods of communicating with them, self evaluation activities and data sets they gather from their stakeholders. There was no mechanism to share that information across the service as a whole. This directory contains details of stakeholder engagement activities - working groups, youth councils etc - and data sources - surveys, feedback regularly gathered etc. This can be used for consultation, reporting and to ensure that all staff at centre are aware of existing	Improving Outcomes Manager – Senior Phase


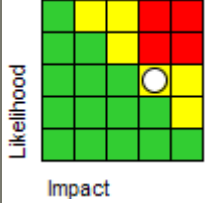
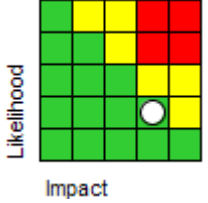
Covalent Ref.	Action	Due Date	Progress	Status	Latest Note	Reviewer (Owner)
					groups that they can work with on policy development etc. It also details the methods of communication that can be used to inform stakeholders of any service developments. Greater awareness of existing stakeholder groups, data sources and avenues for communication should lead to less duplication and a clearer shared understanding of how Education works with its stakeholders.	
EDU 17 67	CLD self evaluation and benchmarking has been developed in partnership with other Local Authorities	30-Jun-2018	<div style="width: 33%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">33%</div></div>		Work is ongoing in this area to collaborate with CLD teams from Stirling, Falkirk and West Lothian. A joint plan, which will also facilitate the sharing of good practice, will be developed.	Improving Outcomes Manager – Senior Phase
EDU 17 69	The CLD Strategic Plan is completed	31-Dec-2018	<div style="width: 66%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">66%</div></div>		14 partners are now working together to develop the draft plan, this will be completed and presented back to stakeholders before the presentation to Clackmannanshire Council and Clackmannanshire Alliance in August 2018.	Improving Outcomes Manager – Senior Phase

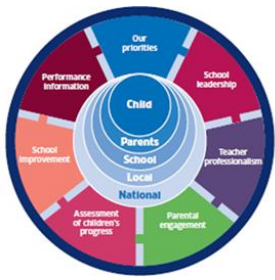
Education Risk Register 2017/18

Risk	EDU 1617-06 Reducing Attainment Gap	Approach	Treat	Status		Managed By	Lorraine Sanda	Current Score	12	Target Score	8
Description	The service is committed to addressing the educational attainment gap on the basis that educational outcomes are a strong determinant of later life chances. By giving our young people the best skills for life, learning and work, a route will be provided through which we can aim to improve social mobility, reduce poverty and enable our young people and communities to reach their potential							Likelihood 	Impact 		
Potential Effect	Failure to improve attainment levels										
Latest Note											
Related Actions	SAC Literacy is developed in partnership with University of Strathclyde					Internal Controls	Education Service Senior Management Team				
	SAC Health and Wellbeing is developed in partnership with University of Strathclyde						Scottish Attainment Challenge				
	Literacy and Numeracy strategies / interventions are developed (SAC)										
Risk	COU CRR 011 Harm to Child(ren)	Approach	Treat	Status		Managed By	Celia Gray; Anne Pearson	Current Score	10	Target Score	5
Description	A lack of intervention or action by the Council fails to prevent the serious harm of a child/children.							Likelihood 	Impact 		
Potential Effect	The effects of the injury or death on the individual, family, friends and staff members, and reputational harm or criminal proceedings, with associated costs, as well as the impact of reputational damage and negative publicity on morale, workforce development and sustainability.										
Latest Note	The Child Protection Committee has representatives from key Council Services and sub groups are now in place to progress the Committee's Strategic Action Plan. Overview is provided by the Public Protection Forum. The Children's Services Plan has been developed and keeping children and young people safe is a core priority in the Plan.										
Related Actions	Education Business Plan 2017/18					Internal Controls	Child Protection Committee				
	SOS Social Services Business Plan 2017-22										

Risk	EDU 1617-01 Impact of Budgetary/Financial Pressures	Approach	Tolerate	Status		Managed By	Michael Boyle	Current Score	12	Target Score	8
Description	Clackmannanshire Council's block grant from central government has reduced every year since 2010/11 and will continue to do so for the foreseeable future.							Likelihood 	Impact 		
Potential Effect	This will continue to impact on resources and the ability of Services to meet service demands.										
Latest Note											
Related Actions						Internal Controls	Audit & Finance Committee Inspection and external audit				


Risk	EDU 1617-02 Partnership Working	Approach	Tolerate	Status		Managed By	Lorraine Sanda	Current Score	12	Target Score	8
Description	With the expansion of entitlement to Early Years provision to 1140 hours, partners' capacity to deliver may be stretched.							Likelihood 	Impact 		
Potential Effect	This has the potential to adversely impact on their ability to provide and deliver effective services in partnership with Education.										
Latest Note											
Related Actions	An Early Learning and Childcare Academy is set up to deliver SVQ Programme for Assessors					Internal Controls	Early Years Partnership Meetings				
	Impact of Early Learning and Childcare providers delivering extra hours is evaluated										
	Early Learning and Childcare 1140 hours expansion plan is developed										

Risk	EDU 1617-05 Leadership Recruitment & Retention	Approach	Tolerate	Status		Managed By	Cathy Quinn	Current Score	12	Target Score	8
Description	The Service may struggle to recruit and retain senior leaders within schools due to the national shortage of people willing to undertake such roles										
Potential Effect	Lack of leaders in promoted posts, and pressure on other staff members										
Latest Note											
Related Actions	Leadership and CLPL Programmes are implemented, supporting probationers, teacher, early Learning and Childcare staff, Principal Teachers, Depute Head Teachers, Head Teachers and Classroom Assistants					Internal Controls					
	Mentoring and support mechanisms are set up for existing and new Head Teachers and SMTs										
	Leadership of Learning is delivered in partnership with University of Stirling (SAC) & SCEL										



NIF Progress Report




NIF Priority	Action	Baseline	Progress		Direction	Evaluation/Improvement	Prediction	
		2014/15	2015/16	2016/17				2017/18
Improvement in Children’s and Young People’s health & wellbeing Closing the attainment gap between the most and least disadvantaged children	Increase the percentage of children achieving Early Years Milestones <u>Measurement:</u> Percentage of children with a concern in any domain (Speech, Language & Communication, Emotional/Behavioural Skills, Personal/Social Skills, Fine Motor Skills, Gross Motor Skills, Vision, Hearing)	22.8%	22.6%	23.4%	<i>Target</i> 21.9%		<p>The percentage of children with a concern in any domain, as assessed at the 27-30 month review in 2016/17, has increased across the authority; just under a quarter of our early years children (equates to 117 children).</p> <p>This percentage is the third highest in Scotland; higher by 5.8% points (Scottish average is 17.6%). and is also higher than all the authorities in our Regional Collaborative.</p> <p>The Scottish average is also reporting a downward trend; this is not replicated across Clackmannanshire.</p> <p>Only Scottish data is provided in measuring the poverty-related attainment gap. Using the same measurement, the percentage with a concern in any domain in Quintile 1 was 24.4% and in Quintile 5 it was 11.1%; a gap of 13.3 percentage points.</p>	<p>The National average is 17.6% which is 5.8% points lower than the current Clacks average. This was a fall of 0.7% points from the previous year.</p> <p>The trend nationally is decreasing meaning that more children are achieving their milestones. Clacks trend is currently the other way – upwards.</p> <p>In order to close the gap with the national average, the percentage of children with a concern in any domain in Clackmannanshire needs to fall by at least 1.4% points in 2017/18.</p> <p>Nursery children are currently being assessed and monitored through ‘E’ Learning Logs using a</p>

NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
							<p>(Clacks average is closest to SIMD Quintile 1).</p> <p>Red/Amber/Green measurement in the following areas: Health & Wellbeing, Numeracy & Mathematics, Literacy & English, Expressive Arts, Sciences, Technologies, Social Studies, and Religious & Moral Education.</p> <p>It is predicted with better tracking & monitoring of nursery children, interventions will be more focused and relevant and should begin to impact on the achievement of Early Years Milestones.</p>	
							Reference: ISD Scotland Data Tables	Reference: NIF Performance Baseline Database; 'E' Learning Logs from Sauchie Nursery


NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
Improvement in attainment, particularly in literacy & numeracy	Increase the percentage of children achieving expected levels of CfE	<i>Data not available</i>	Reading	Reading	<i>Target</i>	↑	Analysing TPJ by curricular area then overall pupils across the authority is <i>improving</i> in Reading and in Listening & Talking; a slight improvement in Numeracy and a similar level in Writing.	Despite evidence of some improvement across the achievement levels the percentage of children achieving their expected levels is still lower than our Virtual Comparator (VC), (through the BGE Tool) and the National average.
			77%	81%	82%			
			66%	65%	71%			
			68%	70%	73%			
			71%	84%	87%			
Writing	Writing		↔	However, the percentage achievement levels are a <i>lot lower</i> than the national averages, especially the older the children become as the gap gets larger moving through the stages, with a bigger gap in achievement in P4 which is only recovered slightly in P7.	Pupil tracking & monitoring across the authority is <i>sporadic</i> with some schools using data to track pupil's progress more effectively than others. A pupil tracker has been developed and will be customised for each school but still focusing on the CfE benchmarks.			
73%	77%	78%						
59%	58%	64%						
58%	49%	59%						
69%	82%	85%						
Listening & Talking	Listening & Talking		↑	Using the BGE Benchmarking tool to compare against our comparator then the results show that despite there being some improvement between the cohorts, it is still not as good as our comparator score in almost all of the assessments.	The Outcomes Improvement Team is assisting teachers in the moderation and assessment of pupils progress.			
83%	86%	87%						
69%	76%	79%						
73%	75%	78%						
81%	87%	89%						
Numeracy	Numeracy		↑	In P1, the biggest gap is in Numeracy where it is calculated that a further 10 pupils achieving Early Level was needed in order to achieve our comparator score. In Listening & Talking our score is <i>higher</i> than the comparator score.	Through the use of an effective tracker schools are in a better position to track progress across all year groups, reducing the gap between P1 and P4 where the largest fall in attainment is reported.			
77%	79%	81%						
60%	60%	67%						
55%	54%	61%						
58%	64%	76%						


NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
							<p>Further analysis of Numeracy in P1 highlights the biggest gap in achievement is with pupils in SIMD 1 where 13 pupils are needed to improve by 1 CfE level to match the comparator score.</p> <p>In P4, in all four curricular areas, our score is <i>lower</i> than our comparator score, with the biggest gap being in Numeracy.</p> <p>Further analysis of Numeracy in P4 highlights the biggest gap is with pupils from SIMD 5, closely followed by SIMD 1; however pupils from SIMD 6, 8 & 9 also have a similar gap. This would indicate that the achievement of First Level in Numeracy is across the cohort and not as a result of lower achievement in pupils from our most deprived areas.</p> <p>In P7, again, in all four curricular areas our score is <i>lower</i> than our comparator score, with the biggest gap changing from Numeracy to Writing.</p> <p>Further analysis of Writing in P7 highlights the biggest gap is in pupils from SIMD 6, and then followed by pupils from SIMD 1&2.</p>	


NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
Closing the attainment gap between the most and least disadvantaged children	Measurement: Percentage gap between achievement levels of Pupils from SIMD 1&2 and SIMD 3-10 (percentage points) Reading, Writing, Listening & Talking & Numeracy P1 P4 P7 S3	<i>Data not available</i>	<i>Data not available</i>	Reading -12 -5 -15 -12	<i>Target</i> -9 -4 -11 -8		Analysis of the poverty related attainment gap (pupils from SIMD 1&2 vs SIMD 3-10) identifies bigger gaps in achievement levels than the national gaps, in almost all cohorts. In Clackmannanshire, the biggest attainment gap is in P7 and S3 where the gaps are more than double the national gaps. This increase in the gap between SIMD 1&2 and SIMD 3-10 for these two cohorts is not represented nationally. A low achievement level in Numeracy is also a common thread through the CfE levels.	Teachers are now more aware of their SIMD 1&2 pupils and FSM pupils. There remains an attainment gap between the most and least deprived pupils across Clackmannanshire which becomes more apparent the older the pupil cohort. Through pupil tracking, targeted interventions and the use of the BGE tool for comparator analysis, it is predicted that the gap will reduce across the cohorts. Given the gap in some cohorts, the 'targets' given for 2017/18 create a 'gradual' reduction in the attainment gap. Once results of this year's CfE are complete then targets/predictions for 2018/19 & 2020 will be agreed as there will be more data available to make a more informed assessment.
				Writing -18 -10 -20 -11	-12 -9 -14 -8			
				Listening & Talking -4 -11 -16 -4	-3 -8 -11 -3			
				Numeracy -19 -12 -25 -20	-11 -10 -16 -13			



NIF Priority	Action	Baseline	Progress		Direction	Evaluation/Improvement	Prediction	
		2014/15	2015/16	2016/17				2017/18
	<p><u>Additional Measurement:</u> NGRT Average Scores (SAS)</p> <p>P4 P5 (same cohort)</p> <p>GAP: Difference in SAS SIMD 1&2 vs SIMD 3-10</p>		93.1	96.5 (same cohort)		<p>Given the lack of CfE data by SIMD, reference is given to NGRT (Reading) which was carried out in 2016 & 2017 on P4 & P7 pupils.</p> <p>In 2016 the same P4 cohort was tested in Feb/March and then again in October 2016. The SAS increased by 3.4 points indicating <i>improvement</i> in reading.</p> <p>65% of this cohort was assessed as achieving CfE First Level in Reading.</p> <p>The attainment gap reduced for reading in the same cohort or pupils over the 6 month period.</p> <p>The gap in SAS between pupils from SIMD 1&2 and SIMD 3-10 reduced by 1.1 points.</p>	<p>The P4 cohort tested in October 2016 will be assessed in achieving 'Second Level' in academic year 2018/19.</p> <p>Given that the attainment gap reduced over a 6 month period then it is predicted that this gap will continue to reduce, especially given the focus by schools on tracking their pupils using CfE Benchmarks (pupil tracker).</p>	
	P4 (different cohorts)		93.1	93.8			<p>The same year group was tested in Reading in 2016 & then again in 2017 (different cohorts).</p> <p>Over this period, SAS <i>improved</i> by 0.7 points and the attainment gap in reading reduced by 6.8 points.</p>	
	P7 (different cohorts)		98.5	99.2			<p>Two separate P7 cohorts were tested in Reading, both in Feb/March 2016 and in Feb/March 2017. Over this period SAS Reading increased</p>	

NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
							<p>by 0.7 indicating improvement in reading.</p> <p>70% of this cohort was assessed as achieving CfE Second Level in Reading.</p> <p>The attainment gap between pupils in SIMD 1&2 and pupils in SIMD 3-10 reduced by 0.9 points.</p>	
							Reference: Achievement of Curriculum for Excellence (CfE) Levels 2016/17 – Scottish Government; NGRT Report GL Assessment (various dates)	Reference: NIF Performance Baseline Database






NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
<p>Improvement in attainment, particularly in literacy & numeracy</p> <p>Closing the attainment gap between the most and least disadvantaged children</p> <p>Improvement in employability skills and sustained, positive school leaver destinations</p>	<p>Increase the percentage of young people achieving at SCQF Levels in English & Maths</p> <p>Measurement: % Level 4 Literacy & Numeracy</p> <p><i>MOST 30% deprived</i></p>	<p>78.4%</p> <p>69.7%</p> <p>GAP: -18.8</p>	<p>82.8%</p> <p>78%</p> <p>GAP: -9.9</p>	<p>83.0%</p> <p>76%</p> <p>GAP: -19.6</p>	<p>Prediction 86.1%</p> <p>80.1%</p> <p>GAP: -16.1</p>		<p>The percentage of school leavers achieving Level 4 Literacy and Numeracy slightly improved in 2016/17 although was lower than both our VC (85.1%) and National average (89.2%).</p> <p>Looking at the measures separately, the increase is a result of an increase in Level 4 Numeracy with 86% of school leavers achieving this level.</p> <p>The percentage achievement rate for pupils from the 30% MOST deprived areas has not mirrored the overall attainment picture; a smaller percentage achieved Level 4 Literacy and Numeracy in 2016/17. This is in comparison to the 30% LEAST deprived cohort who achieved both higher than its VC and the National average in Level 4.</p> <p>The gap between the 30% MOST deprived pupils and the 30% LEAST deprived has grown; as opposed to the VC and National average, where the gap has fallen.</p>	<p>Over the last three years there has been an <i>increasing trend</i> in relation to the achievement of Level 4 Literacy & Numeracy (although the increase was slight from 2016/17 to 2017/18).</p> <p>The gap between Clacks and its VC is 2 percentage points and the gap between the National average is 6 percentage points.</p> <p>Over the last 3 years, the average increase was just over 3 percentage points; hence the prediction for 2017/18. Using the same methodology for the 30% most deprived cohort, the prediction is a slight reduction in the poverty-related attainment gap.</p>

NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
	% Level 5 Literacy & Numeracy <i>most 30% deprived</i> GAP is measured by difference between 30% MOST & 30% LEAST deprived cohorts [Measurement: SQA Results – S4/5/6 leavers]	46.9%	56.7%	61.8%	65.4%		The percentage of school leavers achieving Level 5 Literacy and Numeracy <i>improved</i> by more than 5 percentage points and is an upward trend over the previous three years. It is also <i>higher</i> than our Virtual Comparator (60.2%). Looking at the measures separately, the increase is across both measures with the biggest increase being in Numeracy – an increase of almost 6 percentage points. The percentage of pupils from the 30% MOST deprived area also improved; as did the percentage of pupils from the 30% LEAST deprived area with their attainment being higher than both its VC and National average. Despite both the 30% MOST and the 30% LEAST deprived cohorts improving, the attainment gap grew between them in 2016/17; this is in contrast to both the VC and the National average, where the gap has fallen.	The percentage of school leavers achieving Level 5 Literacy & Numeracy has been on an upward trend and in 2016/17 was higher than its VC. The average increase over the previous 3 years was just under 4 percentage points; hence the prediction for 2017/18. This increase is similar to the increase in the VC from the previous year. Focus on pupil tracking in the senior phase has improved across the secondary schools and work continues to link in the attainment of the P7 cohorts prior to the new academic year for more effective planning of pupil pathways. Analysis of the achievement of CfE levels and its correlation to the attainment of both SCQF National 4 & National 5 Levels is planned as part of the new pupil tracking system.
		34.6%	44.5%	50%	54.6%			
		GAP: -29.3	GAP: -23.7	GAP: -31.6	GAP: -28.2			



NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
	% Level 6 Literacy & Numeracy <i>most 30% deprived</i> GAP is measured by difference between 30% MOST & 30% LEAST deprived cohorts [Measurement: SQA Results – S4/5/6 leavers]	18.6%	21.7%	19.8%	19.1%		The percentage of school leavers achieving Level 6 Literacy and Numeracy <i>fell</i> by almost 2 percentage points; <i>lower</i> than our Virtual Comparator (22.4%) & the National average (26.2%).	The percentage of school leavers achieving Level 6 Literacy & Numeracy is predicted to fall slightly using the average increase over the previous 3 years.
		9.7%	13.5%	14.1%	14.1%		Looking at the measures separately, the overall fall is due to a decrease in the percentage of school leavers achieving Level 6 Numeracy; a fall of 2.5 percentage points. The percentage of pupils from the 30% MOST deprived area however improved and was higher than its VC (13.9%) although slightly lower than the National average (14.8%). The attainment gap fell in 2016/17 similar to both the fall in the VC and the National average.	The achievement of Level 6 for pupils from the 30% MOST deprived area is predicted to remain the same.
		GAP: -21.5	GAP: -22.9	GAP: -21.0	GAP: -21.3			

NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
Improvement in employability skills and sustained, positive school leaver destinations	Increase the number of awards achieved by young people by the end of senior phase (SQA Partnership Awards – Number of resulted entries)	35	52	57	55		A number of our young people gained partner awards ranging from SCQF Level 2 to SCQF Level 6 in 2016/17. Courses included 'Acting & Theatre Performance' & 'Sound Production; Recording – both Level 6; SVQ in Facilities Management; Award in Volunteering Skills (Level 5); Construction (Level 5 & National 5); SVQ in Retail Skills; Bronze Youth Achievement ward (SCQF Level 4) and other practical courses aimed at upskilling our young people for the local employment market.	A focus on developing improved pathways for young people and introducing more opportunities for achievement is developing skills for learning, life and work. All three secondary schools, the School Support Service and CLD are working towards providing the appropriate environment to encourage more young people to undertake alternative partnership courses. The level of partnership working across the authority has <i>improved</i> and this is evident in the variety of awards and qualifications that are on offer for young people across Clackmannanshire.
	Other Awards (Accreditations Completed by end of Senior Phase) [inc. Youth Achievement Awards: Duke of Edinburgh, John Muir & Saltire (both Approach & Ascent)]				217			The number of awards achieved in 2016/17 was slightly less than the previous year however more awards are being achieved through partnerships since 2014/15 indicating that our partnership working with other providers of qualifications is <i>improving</i> .



NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
							<p>Other awards accredited and monitored through Community Learning indicate that between 01/08/2016 & 31/07/2017, 217 'other' awards were awarded to our young people. These awards include Duke of Edinburgh, John Muir and Saltire awards.</p> <p>Young People who undertake Youth Achievement Awards and Partnership Courses are provided with opportunities to develop skills and experiences that will help them through transition into senior phase and into a positive destination upon leaving school.</p>	


NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
<p>Improvement in attainment, particularly in literacy & numeracy</p> <p>Improvement in Children's and Young People's health & wellbeing</p>	Increase Attendance Rate <i>All children</i>	93.3%		92.9%	(as of 08/05/2018) 93.0%		<p>Overall, attendance has been <i>steadily improving</i> during this academic year. Focus on attendance weekly highlights any school where attendance is slipping and contact is made to offer any additional support.</p> <p>A new initiative aimed at the pupil cohort with pupil's attendance between 85% & 95% is beginning to show improvement, particularly within the secondary schools.</p> <p>Parental holidays, during term time, have been identified by a number of schools as impacting negatively on their attendance.</p> <p>The gap between the attendance of pupils from SIMD 1& 2 and SIMD 3-10 is currently at 2.5 percentage points.</p>	<p>The focus on the attendance initiative "<i>Attend Today Achieve Tomorrow</i>" with both pupils and parents is expected to help improve the overall attendance rate.</p> <p>Pupils who are considering apprenticeships, college or university are being made aware of the impact of the occasional absence has on their education.</p> <p>Support continues to be offered through Attendance & Welfare Officers for pupils to attend school.</p>
	Primary School	94.5%	94.2%	94.6%	94.5%			
	Secondary School	91.2%	91.1%	90.3%	90.9%			
	Special School	94.4%		94.9%	88.1%			
	<i>Attendance Rate SIMD 1&2</i>				91.6%	GAP: 2.5		
Improvement in attainment, particularly in literacy & numeracy	Reduce Exclusion Rate / Reduce the number of exclusion incidents	344	242	212	15		<p>A new exclusion policy was introduced at the beginning of this academic year (2017/18) where a new approach is encouraged across the school to provide more support and inclusion for young people. This has resulted in a dramatic fall in the number of exclusions across both primary and secondary school.</p>	<p>Given the new focus on improved curricular pathways, outreach support and partnership working across Clackmannanshire schools it is expected that the level of exclusions will remain lower than in previous years.</p>



NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
Improvement in Children's and Young People's health & wellbeing							<p>The current number of exclusions as of 08/05/2018 is 15, involving 13 pupils.</p> <ul style="list-style-type: none"> • 6 exclusions @ Primary School • 6 exclusions @ Secondary School • 3 exclusions @ School Support Service 	


NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
Improvement in employability skills and sustained, positive school leaver destinations	Increase initial positive destination rate All school leavers <i>(figure in brackets is VC)</i>	92.6% <i>(91.6%)</i>	90.2% <i>(91.7%)</i>	86.9% <i>(92.4%)</i>	Prediction: 84.72% Target: 89.18%		There was a fall in the percentage of school leavers entering a positive destination in 2017; a fall of just over 3 percentage points, <i>lower</i> than the previous year and <i>lower</i> than both the VC and the National average.	The ambition by 2020 is for the percentage of school leavers in a positive destination to be in line with the National average.
	most 30% deprived GAP is measured by difference between 30% MOST & 30% LEAST deprived cohorts [Measurement: SQA Results – S4/5/6 leavers]	89.7% GAP: -7.0	87.0% GAP: -5.4	82.2% GAP: -12.5	79.53% Target: 85.87% GAP: -13.9		The gap between the Clacks average and its VC grew to almost 6 % points as did the gap with the National average. In order to have achieved the VC, 27 additional school leavers needed to be in an initial positive destination. The gap between the MOST deprived 30% and the LEAST deprived 30% more than doubled in 2016/17. The percentage of school leavers from the LEAST deprived 30% areas (SIMD 8-10) who left school in a positive destination <i>improved</i> in 2016/17 whereas the percentage of school leavers from the MOST deprived 30% areas (SIMD 1-3) who left school in a positive destination fell, continuing a downward trend over the last 3 years. Despite the fall, a higher percentage of school leavers entered University this year and almost a third secured employment which is an upward	However, given the increasing gap between Clacks average and the National, the first milestone is to at least be in line with the VC. Using an average-based model, it is predicted that our VC will be 93.8% in 2020 (inference based – not statistical). The gap between the MOST deprived 30% and the LEAST deprived 30% is predicted to grow if the current trend for pupils from the MOST deprived areas who leave school in a positive destination continues to fall. Destination figures are monitored on a fortnightly basis as part of the ‘Obsessions’ with information on leavers in a negative destination given to schools



NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction																												
		2014/15	2015/16	2016/17	2017/18																															
	Improve Participation Measure (new national measure)	New measure	88.8%	89.7%		↑	<p>trend over the last 3 years.</p> <p>The Participation Measure is published by Skills Development Scotland and represents a school leaver's (16-19 years) engagement between the financial year 1st April 2016 & 31st March 2017. There has been <i>improvement</i> in Clack's Participation Measure (PM) in 2016/17 with 89.7% of 16-19 year olds participating in education, training or employment compared to 88.8% in 2015/16. Despite the increase, the PM is slightly lower than the National (91.1%).</p> <p>This Initial Positive Destination is represented in the chart below:</p> <table border="1"> <caption>Positive Destinations Data</caption> <thead> <tr> <th>Year</th> <th>CLACKS</th> <th>VC</th> <th>NATIONAL</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>88.0%</td> <td>88.0%</td> <td>90.0%</td> </tr> <tr> <td>2012/13</td> <td>88.0%</td> <td>89.0%</td> <td>91.0%</td> </tr> <tr> <td>2013/14</td> <td>93.0%</td> <td>91.0%</td> <td>93.0%</td> </tr> <tr> <td>2014/15</td> <td>92.0%</td> <td>91.5%</td> <td>93.5%</td> </tr> <tr> <td>2015/16</td> <td>88.8%</td> <td>92.0%</td> <td>93.5%</td> </tr> <tr> <td>2016/17</td> <td>89.7%</td> <td>92.5%</td> <td>94.0%</td> </tr> </tbody> </table>	Year	CLACKS	VC	NATIONAL	2011/12	88.0%	88.0%	90.0%	2012/13	88.0%	89.0%	91.0%	2013/14	93.0%	91.0%	93.0%	2014/15	92.0%	91.5%	93.5%	2015/16	88.8%	92.0%	93.5%	2016/17	89.7%	92.5%	94.0%	<p>& CLD for action. A Positive Destination Partnership Group is an operational group that discusses and sets actions for school leavers who need extra support to secure and sustain a positive destination.</p> <p>In addition, a Task Group has been established involving SDS, DYW, Social Work, Forth Valley College, the Headteachers of all 3 Secondary Schools and Support Service.</p>
Year	CLACKS	VC	NATIONAL																																	
2011/12	88.0%	88.0%	90.0%																																	
2012/13	88.0%	89.0%	91.0%																																	
2013/14	93.0%	91.0%	93.0%																																	
2014/15	92.0%	91.5%	93.5%																																	
2015/16	88.8%	92.0%	93.5%																																	
2016/17	89.7%	92.5%	94.0%																																	
								Reference: Positive Destinations Obsessions Datasheet 2017																												


NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
<p>Improvement in attainment, particularly in literacy & numeracy</p> <p>Closing the attainment gap between the most and least disadvantaged children</p> <p>Improvement in employability skills and sustained, positive school leaver destinations</p>	<p>Improve the number of schools inspections rated satisfactory or above</p> <p><u>Measurement:</u> No of Inspections in the year that are rated satisfactory or above</p> <p>(no of schools)</p>	100% (1)	50% (2)	100% (5)	100% (2)*		<p>During 2016/17, 4 Primary Schools and Special School were subject to Inspection. Four were rated 'Good' and the Special School rated 'Very Good'.</p> <p>Across the authority in 2017/18, 3 schools have so far been inspected: 2 primary schools & 1 secondary school.</p> <p>School Reviews have been taken place across the authority in 2017/18 which has identified areas for improvement using HGIOS 4 Indicators: 1.3, 2.2, 2.3, 3.2, 2.7 & 3.1.</p> <p>Feedback on the results of the school reviews have been taking place by SMT to the relevant school.</p>	<p>The target is to improve the measurement rating of the schools inspected across the authority from 75% 'satisfactory' to 75% 'good'.</p> <p>School Improvement Plans will include actions against the results of the school reviews.</p> <p>Interventions will be targeted on areas that have identified through the reviews in the next academic year.</p>
<p>Improvement in attainment, particularly in literacy & numeracy</p> <p>Closing the attainment gap between the most and least disadvantaged children</p>	<p>Increase the number of children taking part in sport/physical activity out of school</p>			4273 (65%)	4029 (60.5%)		<p>Through Clacks 'Active Schools Programmes' 65% (4273 children) attended sport/physical activity clubs with before, during lunchtime or after school in 2016/17.</p> <p>Between August 2017 and March 2018, the percentage has <i>slightly fallen</i> to 60.5% of the school population – 4029 children.</p>	



NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
Improvement in Children's and Young People's health & wellbeing								
Improvement in attainment, particularly in literacy & numeracy Closing the attainment gap between the most and least disadvantaged children Improvement in Children's and Young People's health & wellbeing	Increase the number of children & young people volunteering at school and in the community <u>Measurement:</u> No of hours Volunteering	6451	10694	13933			<p>Young People across the authority are encouraged and supported to volunteer. The recognition of their volunteering is captured through the Saltire Awards, and other awards.</p> <p>Saltire Awards are the Scottish Governments National Youth Volunteer Awards. They celebrate, recognise and reward the commitment, contribution and achievements of young volunteers aged between 12 and 25.</p> <p>Saltire Awards helps young volunteers to reflect on, capture and communicate their learning and development gained through their volunteering.</p> <p>There are four milestones to the Awards: The Challenge; The Ascent; The Approach & The Summit.</p> <p>The number of hours young people volunteer is recorded and monitored through CLD.</p>	


NIF Priority	Action	Baseline	Progress		Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17			
<p>Improvement in attainment, particularly in literacy & numeracy</p> <p>Closing the attainment gap between the most and least disadvantaged children</p> <p>Improvement in Children's and Young People's health & wellbeing</p>	<p>Reduce the level of teenage pregnancy rates</p> <p><u>Measurement:</u> Teenage Pregnancy Levels (rates per 1000 women) under 20</p>	57.1	45.8	Prediction: 42.0	Prediction: 34.9	 <p>Scotland has a higher rate of teenage pregnancy than most other Northern & Western European countries.</p> <p>The highest proportion of teenage pregnancies are linked to deprivation with young women in SIMD Quintile 1 having the highest level.</p> <p>Clackmannanshire reported the second highest incidence of teenage pregnancy for under 16s, under 18s & under 20s in 2015 (latest stats) despite this being an decreasing trend over the last 3 years.</p> <p>The rate of teenage pregnancies (under 16s) is 2.9 percentage points higher than the Scottish average.</p> <p>18 young women aged under 16 became pregnant in 2015.</p>	<p>Focus on reducing teenage pregnancies is a priority of the Realigning Children's Services Plan 2017-2020 as well as one of Clacks Education's KPI's.</p>
						Reference: ISD 'Teenage Pregnancy – Year of Conception ending 31 Dec 2015, 04/07/2017	
<p>Improvement in Children's and Young People's health & wellbeing</p>	<p>Reduce the rates of weekly drinkers (pupils age 15)</p>	2006: 30.0	2010: 20.4	2013: 11.6		<p>The latest figure for weekly drinking rates of under 15s is 11.6 from 2013.</p> <p>The most recent SALSUS survey reports underage drinking as remaining fairly prevalent with 32% of 13 year olds and 70% of 15 year olds having tried alcohol. It also</p>	

NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
							<p>highlights alcohol use is equally prevalent across children of all socioeconomic groups.</p> <p>Findings from the Realigning Children's Survey highlights the percentage of pupils in S4 who have had an alcoholic drink is higher in Clackmannanshire than the Scottish average (73% compared to 66% nationally).</p>	
							Reference: SALSUS 2015; ISD ScotPHO, ScotCen Research: Health & Wellbeing Survey among children and young people in Clackmannanshire, 2016/17	
<p>Improvement in attainment, particularly in literacy & numeracy</p> <p>Closing the attainment gap between the most and least disadvantaged children</p> <p>Improvement in Children's and Young People's health & wellbeing</p>	<p>Increase the percentage of Children & Young People who report they are "enjoying school"</p> <p><u>Measurement:</u> School Review Surveys: Q15: "I enjoy learning at school" Q1 "I feel safe at my school" Q19: "I am encouraged by staff to do the best I can"</p>			65% liked school (RCS)	<p>Q15: 73.8%</p> <p>Q1: 73.8%</p> <p>Q19: 76.2%</p>		<p>Findings from the Realigning Children's Survey highlights 65% of children across Clackmannanshire indicated that they liked school in 2016/17.</p> <p>School reviews have been taking place across the authority in 2017/18 where surveys have been completed by both parents and pupils in primary schools. Questions 1, 15 & 19 all relate to young people enjoying school.</p> <p>Given these results then more children are enjoying school this year than last.</p> <p>More children have better</p>	

NIF Priority	Action	Baseline	Progress		Direction	Evaluation/Improvement	Prediction	
		2014/15	2015/16	2016/17				2017/18
	<p>Increase the percentage of Children & Young People who report they “enjoy my life”</p> <p><u>Measurement:</u> School Review Surveys: Q16: “I enjoy my life” Q88 “My school is helping me to become confident”</p>			84% (RCS)	Q16: 78.1% Q8: 77.3%		<p>relationships with their teachers too, as according to the RCS 72% of children agreed their teachers listened to them; this has increased to 76% (Q19) in the school review surveys.</p> <p>Findings from the Realigning Children’s Survey highlights 84% of children across Clackmannanshire felt they had a good life.</p> <p>Findings from the school reviews would indicate that a <i>lower</i> percentage of children are enjoying their life – Question 16. (Note only 72% of primary schools have been surveyed to date.)</p>	
							Reference: ScotCen Research: Health & Wellbeing Survey among children and young people in Clackmannanshire, 2016/17	
<p>Improvement in attainment, particularly in literacy & numeracy</p> <p>Improvement in Children’s and Young</p>	<p>Reduce the number of young people reported to Scottish Children’s Reporter who” his/her conduct has</p>	16	21	18	Prediction: 17		<p>The number of children referred to the Scottish Children’s Reporter has <i>fallen</i> in 2016/17, including the number of children for an offence.</p> <p>18 of the code ‘m’ referrals were both equal in gender. This is a fall on last year and reflects the overall reduction in referrals.</p>	<p>The prediction is that the number of children referred to the Scottish Children’s Reporter (SCRA) will continue to fall.</p>

NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
People's health & wellbeing	had or is likely to have a serious adverse effect on the health, safety or development of him/her or another person" – Code 'm'							
	<u>Additional measures:</u>							
	No of referrals:	282	336	291			In 2016/17, 14 of the overall children referred were by Clackmannanshire Education to the Scottish Children's Reporter; this is an increase of 3 compared to 2015/16, where 11 children were referred.	The increase in referrals to SCRA by Education is an indication of the increased awareness across our nurseries and schools of our young people's Health & Wellbeing.
	No of children referred (overall)	204	197	184				
No of children referred (offence)	34	59	54					
							Reference: Online Statistical Database, SCRA; SCRA Performance Reports	
Looked After Children (LAC) – both Home & Away								
Improvement in attainment, particularly in literacy & numeracy	Increase Attendance Rate <i>Looked After Children (all including nursery)</i>	91.2% (191)	91.2% (194)	92.3% (179)			Attendance figures include LAC young children who attend nursery school. Removing these young children from the figures does not greatly influence the overall attendance figures.	Attendance across the authority is improving overall.
Improvement in Children's and Young	<i>(Figures are the total number of LAC - note this</i>						As highlighted the attendance of LAC (as identified in SEEMiS) is an	The initiative 'Attend Today, Achieve Tomorrow' is having an impact in improving attendance across all cohorts.

NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
People's health & wellbeing	<i>may differ from data held in Social Work)</i>						upward trend. Looking at the data more closely, the attendance for young children who are 'LAC Home' (which tends to be lower), the trend is upwards; as is the case with young children who are 'LAC Away'.	
Improvement in employability skills and sustained, positive school leaver destinations	Increase initial positive destination rate Looked After Children (LAC) (18 leavers – across all 3 cohorts: S4, S5 & S6 2016/17) <i>(numbers in brackets are the actual number of leavers in a positive destination)</i>	82.6% (19)	75% (12)	66.7% (12)			In 2016/17 there were 18 school leavers (13 males; 5 females): 12 (66.7%) left school in a positive destination: fall of 8.3% points compared to the previous year. 2 more LAC school leavers in a positive destination would have given a similar destination figure to 2015/16. Of the 2016/17 LAC cohort: 2 LAC school leavers entered an Activity Agreement(11.1%); 3 LAC school leavers entered employment (16.7%); 7 LAC school leavers started College; and, no LAC school leavers went to University (2 went to University in 2015/16).	LAC school leavers are being more closely monitored through the two-weekly 'Obsessions' tracker.
Improvement in attainment, particularly in literacy & numeracy	Increase the percentage of Young People achieving at SCQF Level 4 in Literacy &	43.5% (10)	56.3% (9)	44.4% (8)			As detailed the percentage of LAC school leavers who achieved both Level 4 Literacy & Numeracy fell in 2016/17; this equates to a fall of one school leaver (lower than VC).	No predictions have been detailed across the LAC attainment due to the low numbers involved.

NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
Closing the attainment gap between the most and least disadvantaged children	Numeracy <i>Looked After Children (LAC)</i> <i>(18 leavers – across all 3 cohorts: S4, S5 & S6 2016/17)</i> <i>(numbers in brackets are the actual number of leavers in cohort who achieved that level)</i>						Out of the whole LAC cohort, 11 school leavers achieved Level 4 Literacy only and 9 school leavers achieved Level 4 Numeracy only. The difference from the VC increased by one pupil between 2015/16 & 2016/17.	
Improvement in attainment, particularly in literacy & numeracy Closing the attainment gap between the most and least disadvantaged children	Increase the percentage of Young People achieving at SCQF Level 5 in Literacy & Numeracy <i>Looked After Children (18 leavers – across all 3 cohorts: S4, S5 & S6 2016/17)</i> <i>numbers in brackets are the actual number of leavers in cohort who achieved that level)</i>	13.0% (3)	31.3% (5)	16.7% (3)			The percentage of LAC school leavers who achieved Level 5 Literacy & Numeracy fell in 2016/17; this equates to a fall of 2 school leavers (lower than VC). Out of the whole LAC cohort, 6 school leavers achieved Level 5 Literacy only and 3 school leavers achieved Level 5 Numeracy only.. The difference from the VC increased by one pupil between 2015/16 & 2016/17.	
Improvement in attainment, particularly in literacy & numeracy Closing the	Increase the percentage of Young People achieving at SCQF Level 6 in Literacy & Numeracy	0	12.5% (2)	0		Not enough data to identify trend	No LAC school leavers achieved both Level 6 Literacy & Numeracy in 2016/17. Looking at this data more closely, 1 LAC school leaver achieved Level 6 Literacy in 2016/17.	

NIF Priority	Action	Baseline	Progress			Direction	Evaluation/Improvement	Prediction
		2014/15	2015/16	2016/17	2017/18			
attainment gap between the most and least disadvantaged children	<p><i>Looked After Children (18 leavers – across all 3 cohorts: S4, S5 & S6 2016/17</i></p> <p><i>(numbers in brackets are the actual number of leavers in cohort who achieved that level)</i></p>							
Completed by Improvement Analyst, May 2018								

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 14th June 2018

**Subject: Children and Families and Justice Service Annual
Performance Report 2017-2018**

Report by: Head of Social Services

1. Purpose

- 1.1. This report provides an overview of the performance across Social Services for April 2017- end of March 2018.
- 1.2. This report provides information about progression of strategic priorities and projects and performance against agreed measures and targets as set out in the Social Services Business Plan. The report incorporates analysis and commentary on financial performance.
- 1.3. Strengths and areas for improvement, together with key actions, are highlighted. Additional commentary is included in the progress report against each of the measures and can be found at Appendix 1.

2. Recommendations

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

3. Considerations

Service-wide Developments and Challenges

- 3.1. During 2017-2018, the Service progressed redesign activity focused on shifting the balance of care in children's services. The core aim was to reduce the number of children and young people look after outside of their own community, where this could be achieved safely. This focus was reflected in the actions, measures and targets set out in the Business Plan.
- 3.2. There have been significant achievements in 2017-2018. Importantly, the number of children and young people in residential placements has reduced. New initiatives in 2017-2018 have included increasing Advocacy services for looked after children and young people through *Who Cares?*(Scotland) and

the provision of *Functional Family Therapy* to support young people at risk of becoming accommodated. We have also put in place intensive support services and introduced Family Group Conferencing as part of the *family first* approach adopted by the service. More detail is provided about these developments at Section 3.14 of this report.

- 3.3. New Child Protection operational procedures were developed in 2017-2018 and approved by the Scrutiny Committee.
- 3.4. The number of days lost due to absence continued to be a focus for the Service. The average number of days lost due to absence has increased when compared with the previous year within child care but reduced within criminal justice. The overall service target was set at 5% and the year end figure shows this as just over 5% which is a reduction from the previous year. Work will continue with the support of our HR business partner to address these issues and ensure adherence to HR procedures, taking into account the impact on service delivery.
- 3.5. In 2017-2018, the Service supported four student placements in partnership with Higher Education Institutes and with partners in the third sector.
- 3.6. The Service also worked collaboratively across the local social care sectors to support joint learning initiatives. One member of staff has completed Stirling University's Adult Support and Protection Management Award in 2017-2018 and two other members of staff have completed the post-graduate Child Welfare and Protection Certificate. A further two members of staff have undertaken the Children in Scotland Family Group Conferencing Award, which will shortly be launched as part of core Children and Families social work services. Three members of staff achieved SVQ awards across the Service at levels 2, 3 and 4. In addition to accredited courses, a broad selection of training was provided internally or in partnership with sector experts in order to ensure that all registered staff met SSSC requirements, while enhancing practice through continuous professional development.
- 3.7. The ongoing work to address the balance of care has resulted in a reduction in the number of children accommodated in residential schools which has improved outcomes for these young people as well as having a positive impact on the budget.
- 3.8. The budget projections are based on the December report to Council, which is the latest position statement prior to the finalisation of the accounts. This indicates a projected underspend at the year end of £0.098m. Further detail of this is included below.
- 3.9. In 2017-18, we have put in place a new Intensive Support Service for children and young people. The job profiles for the service have been approved and staffing arrangements confirmed.
- 3.10. The target date for the commissioning framework for third sector agencies has been adjusted. The Service has prioritised commissioning work in relation to care at home provision in 2017-2018, in line with service needs.

Child Care Service and Criminal Justice Social Services

- 3.11. Work has continued in addressing the key themes that were presented by the Head of Service in her report to the Scrutiny Committee in January 2017. The key themes and areas for improvement identified included issues about decision-making in respect of looked after children, the implementation of GIRFEC, the relationship between Child Care social work staff and the Children's Hearings, thresholds and decision making in respect of Child Protection and budget overspend. There was a clear requirement for further work to develop preventative service provision including more intensive support services for children and their families.
- 3.12. Operational Child Protection procedures have been produced and rolled out to teams. Five days intensive Child Protection training was provided in 2017 to all children and families social workers to support implementation which was led by the Children's Service Manager. This received very positive feedback.
- 3.13. Work with partner agencies has started to carry out a review and refresh of GIRFEC processes and paperwork across Forth Valley to ensure the processes are child-centred and more streamlined. This has involved colleagues from Children's Hearings, NHS Forth Valley and Education.
- 3.14. Work continues to recruit more local Foster Carers and reduce the reliance on external providers. In 2017-18, the Service focused on increasing the number of Council Foster Carers. This activity has resulted in the assessment of 7 Fostering households with 5 successfully progressing through the assessment process and being presented to permanence panels in May, June and July for approval as new Foster Carers. In addition 2 families are in the final stages of assessment to become adoptive parents. The target set for this area has been exceeded. The Family Placement Team is in the process of undertaking a further recruitment campaign which will be linked to Fostering fortnight (21st May-5th June). This will include radio advert and newspaper articles, as well as use of social media. This will culminate in an information evening on the 5th June in Alloa Town Hall.
- 3.15. Progress has been made in increasing the provision of community based supports for families in crisis with the development of Functional Family Therapy. This work commenced in October 2017 and the team have already worked with nine families and eleven young people with a total of 95 sessions to date. There is positive feedback from families and professionals who have had involvement with the service. There is evidence of improvements in family relationships, a reduction in the need for formal social work services and increased school attendance.
- 3.16. The Intensive Family Support Service has been established and will provide a service to children and young people up to the age of 26. Work to support Kinship Carers has continued with a post being created within the Family Placement team to provide support specifically for Kinship placements. The

percentage of children who remain at home or in Kinship placements has also increased and is slightly about the target of 50% of all looked after children.

- 3.17. There have been no inspections of registered Fostering and Adoption Services in the past year and grades remain as 4 (good). An inspection is expected in the coming year of these services. Woodside Children's House received an unannounced inspection in November 2017 this looked at the themes of Care and Support with both scoring 4 (good). An action plan has been developed to look at increasing these to 5 (very Good).
- 3.18. There has been a strong focus on recruitment and retention over the past year which has brought positive results. At the end of 2017-2018, all vacant posts across Children and Families and Justice Services were filled. There are signs that there is an improvement in our ability to retain staff and there are no agency employees in the service making a significant budget saving.
- 3.19. As at 31st March 2018 the Child Protection Register had increased to 40 children from 14 on the same date the previous year. The rate for children on the Child Protection Register had previously been the highest in Scotland and is now just above the average rate for Scotland. The number of Initial Child Protection Case Conferences rose from 27 last year to 38 in the current year. Some of this increase is due to a number of sibling groups being registered throughout 2017-18. This is also in the context of our redesign work to support children and young people to remain with their own families where this is safe.
- 3.20. The number of Child Protection referrals has decreased from 476 to 338 in 2017/18. This is linked to work with partners around thresholds and the introduction of clearer initial assessment processes to identify children potentially at risk of harm. The conversion rates of referrals to case conferences have increased which reflects the appropriateness of referrals being made through Child Protection processes.
- 3.21. The percentage of children on the Child Protection Register visited each week has fallen to 94%, below the target figure of 100%. This is a priority for managers and this is being addressed with teams to ensure all children are seen weekly. This related to two families and managers have obtained assurance that actions have been taken to prevent this reoccurring.
- 3.22. The number of children looked after away from home with 3 or more placement moves within the year has also increased slightly. This has been in response to breakdown in placements and the requirement to terminate placements in line with the welfare interests of children.
- 3.23. Although there was a net reduction in the number of high risk sex and violent offenders subject to statutory orders over the 2017/18 period, diligence in the regular oversight of these cases remain paramount for our Criminal Justice Service. Multi Agency Public Protection Arrangements and a robust quality assurance process ensured that 100% of reviews of high-risk offenders were completed within agreed timescales.

- 3.24. The Clackmannanshire Community Justice Partnership made up of stakeholders from the Council and other key agencies have formed a number of sub committees looking at a collective approach to tackling justice issues in the Clackmannanshire Council area. Over the reporting period much progress has been made in what is proving to be a complex and challenging process. In November 2017 the Community Justice Partnership hosted a successful conference considering the impact of trauma on service users. Communities of practice have been established involving practitioners across partner agencies to support engagement and participation.

Annual Progress in Adult Social Services

- 3.25. In July 2017 responsibility for the operational management for Clackmannanshire Adult Social Care Services transferred to the Chief Officer for the Health and Care Partnership. Reporting mechanisms have been established to ensure performance reporting in relation to Adult Social Services is maintained. This change is reflected in the reduced number of performance indicators reported against here. The Health and Social Care Partnership produce a separate annual report on performance.
- 3.26. In the area of Adult Support and Protection progress continues to be made in ensuring prompt response to concerns with an increase in adult protection discussions being held within 24 hours of referral. Although this is slightly below the 100% target there has been an increase from 88% in 2016/17 to 94% for 2017/18. The Adult Support and Protection Lead Officer continues to support operational managers to ensure consistency of practice in this area. A thresholds matrix providing a framework for clarity and consistency in referring Adult Support and Protection concerns by care providers was introduced in February 2018. This has received positive feedback and there is greater consistency in referral patterns across the Health and Social Care Partnership.
- 3.27. Clackmannanshire Council Adult Care registered services have continued to perform well with the majority remaining at grade 4 (good) or above. However, one reduced grade of 3 (adequate) was received for quality of environment for Menstrie House when inspected by the Care Inspectorate. An action plan was formulated and improvements have been made and the service is awaiting re-evaluation following these actions.

Complaints

- 3.28. Social Services received forty three complaints enquiries in 2017-2018 comprising of eighty four issues being raised. These translated into thirty nine complaints at Stage 1: eighteen within Children Services and twenty one within Adult Services. Three complaints from Children Services and one from Adult Services escalated to stage 2. There were no registered Stage 3, SPSO appeals. Ten complaints were fully upheld and nine were partially upheld. These complaints related to poor communication, staff conduct, poor service standards and application of policy. Twenty four complaints were not upheld. Further information about these complaints is provided in the table below.

- 3.29. Complaint reports are submitted to the Senior Management Team on a quarterly basis to monitor the level of complaints and themes in respect of each service area. Service Managers report all complaint enquires which are registered at Stages 1 & 2, under the new Scottish Public Service Ombudsman (SPSO) model Complaints Handling Procedures (CHP). The issues raised through enquiries are collated for quality assurance purposes.
- 3.30. The new model SPSO, CHP was fully implemented in April 2017 and this aligned Social Services with other corporate services, in delivering a more standardised approach to complaint handling, which is more accessible; provides a quick response to customer's enquiries; offers an apology when things go wrong and takes immediate action to resolve the problem.
- 3.31. The Services have responded to the above issues by taking required action to resolve complaints and improve the overall quality of service delivery. This has included the training of staff, learning review of policy and procedures and closer managerial oversight through supervision and case file auditing.

Financial Position

- 3.32. The financial information covered in this section of the report is based on the December Outturn Report to Council as this is the latest financial position statement prior to the finalising of accounts.
- 3.33. The service is projecting an underspend at year end of £0.098m which represents a underspend of 7% on total budget within child care and strategy services. Although there are continuing pressures from the provision of external foster placements, this is offset by projected underspends on residential schools (£0.287m) and employees (£0.031m).

Criminal & Youth Justice Services

- 3.34. The Criminal Justice Section 27 grant claim for 2017/18 submitted to the Scottish Government reflected all the costs associated with the provision of the Criminal justice social work. The projections in relation to Criminal Justice are of a balanced budget position.

4. Sustainability Implication

- 4.1 None.

5. Resource Implications

5.1. *Financial Details*

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

Yes

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

Yes

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

6. Exempt Reports

6.1. Is this report exempt? No

7. Declarations

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

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

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

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

8.0 Equalities Impact

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

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 report from Pentana (Covalent).

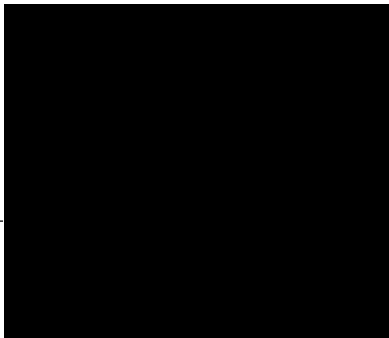
11.0 Background Papers

11.1 Have you used other documents to compile your report? Yes (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)

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Chris Sutton	Service Manager	Tel: 01259 225031




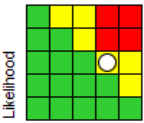













Approved by

NAME	DESIGNATION	SIGNATURE
Celia Gray	Head of Social Services	
Nikki Bridle	Chief Executive (Acting)	

Social Services

Business Plan 2017/18 Annual Report

Key to symbols used in this report

PIs				ACTIONS		RISKS	
Long Trend (Overall trend over longer term)		Status (Compares actual performance with target)		Status		Current Rating Likelihood x Impact (1 - 5)	Status
	Performance has improved		Alert		Completed		 Rating 16 and above
	Performance has remained the same		Warning		In progress/Not started		 Rating 10 to 15
	Performance has declined		OK		Check progress		 Rating 9 and below
	No comparison available - May be new indicator or data not yet available		Unknown		Overdue	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.	
					Cancelled		

Vulnerable People and Families Are Supported

Code	Performance Indicator	Owner	2015/16	2016/17	2017/18			Latest Note	
			Value	Value	Value	Short Trend	Target		Status
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	Jim Robb	87%	88%	94%	↑	100%	⚠	There were 2 discussions within quarter 4 that were not completed within timescale, both in March. The discussions relate to the Learning & Disability service and both the referrals were received on a Friday. One discussion was undertaken on the next working day (Monday) and the other on the Tuesday.
CHC CPR 029	Children on the Child Protection Register who have been visited within the last seven days and seen	Stuart Landels	92%	100%	94%	↓	100%	⚠	it is a statutory requirement for children on register to be visited weekly The small variance that relates to 2 families of large sibling groups has been addressed at a management level and on going compliance at 100 % is now being achieved.
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	Stuart Landels	98%	98%	94%	↓	95%	✅	a marginal reduction in performance due to staffing constraints earlier in 17/18 This has now been rectified and 100% compliance is being actioned
CHC LAC 028	What % of reviews result in a Having Your Say report being completed by the child/young person (8+)?	Stuart Landels	52.51%		51.35%	?	75%	⛔	this indicator was reintroduced during 17/18 The progress from limited base of activity is significant and management oversight will continue to seek improvement to the minimum target figure
CHC LAC 05f	% children and young people with foster carers provided by LA	Michaela Porco			31%	?	30%	✅	A lot of work has been undertaken over the past 12 months to redress the balance of care and progress children permanency plans, this has led to changes in need for placements and a gradual shift in using internal resources over external.
CHC LAC 05i	% Children and young people with foster carers purchased externally by the LA	Michaela Porco			69%	?	70%	✅	The service is performing well against target- as planned the recruitment and assessment of local authority foster-carers will be complete August 2018 which will see continued progress in this area. .
CHC LAC 18a	% of children looked after away from home with 3 or more placements within a year	Stuart Landels	4%	2%	4%	↓	0%	⛔	This figure reflects a number of placement breakdowns due to complex legal matters The service endeavours to ensure that young people are provided with stable and consistent care at all times
CHC LAC 19b	% Looked after children who remain at home or in kinship placement	Stuart Landels			52%	?	50%	✅	the service is utilising family based kinship arrangements in a more effective manner

Code	Performance Indicator	Owner	2015/16	2016/17	2017/18			Latest Note	
			Value	Value	Value	Short Trend	Target		Status
CHC LAC 26a	% of Looked After Children (8+) subject to a Review attended their Review	Stuart Landels	38%	25%	50%	↑	75%	🛑	ongoing work between case management and reviewing officers during the year has seen a 100% increase on 16/17 performance This improvement will be developed further during 18/19
CHC SCR 01a	% Reports submitted to Children's Reporter (SCRA) within 20 working days (IARS and SBRs where no Children's Panel)	Stuart Landels	71%	56%	76%	↑	75%	✅	slightly above target and significant improvement on previous year performance as a result of increased management oversight
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	Stuart Landels	86%	93%	83%	↓	100%	🛑	management have agreed an action plan to ensure full compliance in next quarter
CHC TCA 002	% Care leavers aged 16+ who have an allocated pathway coordinator who also have a pathway plan	Michaela Porco	76%	55%	100%	↑	75%	✅	This is currently at 100% and reflects the ongoing work within this team and commitment to ensuring the service is discharging its corporate parenting responsibilities.
CJS ADP 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date	Stuart Landels	100%	100%	100%	▬	100%	✅	All reviews undertaken.
CJS ADP 004	Court Reports which had CPO as the preferred option which resulted in a CPO as main outcome	Stuart Landels	71.8%	72.2%	76.5%	↑	68.0%	✅	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.
CJS ADP 005	Proportion of persons placed on a CPO (Unpaid work) commencing placement within 7 working days	Stuart Landels	80%	56.4%	65.38%	↑	73.5%	⚠️	All clients were offered placement starts within 7 days. The majority attended, however a number didnt and were issued with official warnings. Of these, placements commenced on mainly the second or third week.

Code	Action	Owner	Due	Progress	Status	Latest Note
SOS CHC 001	Implementation of Functional Family Therapy	Margaret McIntyre; Chris Sutton	01-Jan-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✅	Functional Family Therapy Team in place in October 2017.
SOS CHC 002	Implementation of Intensive Children and Family Support Services	Margaret McIntyre; Chris Sutton	01-Jan-2018	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	🛑	Job profiles agreed for new roles in intensive support service. Team in process of being established. Recruitment to be progressed for vacant roles. Will be completed out with target due to time required to work through changes in job roles and responsibilities.
SOS CHC 003	Increase provision of advocacy services for children and young people	Michaela Porco; Chris Sutton	01-Jan-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	✅	Full-time who Cares advocacy and participation worker in post Jan 2018 on 3 year contract.








Code	Action	Owner	Due	Progress	Status	Latest Note
SOS CHC 004	Establish Champion's Board	Michaela Porco; Chris Sutton	01-Apr-2019	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%		Significant progress made in putting in place foundations for establishing Champions Board. Care experienced young people provided input to the development of the corporate parenting strategy. Leader of Council is now acting as corporate parenting champion.
SOS CHC 005	Carer's Strategy in place including arrangements for young carers support planning	Michaela Porco; Chris Sutton	01-Apr-2018	<div style="width: 90%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 90%		Young Carer strategy and action plan completed and due to be presented at Council in June 2018.

Our Public Services Are Improving


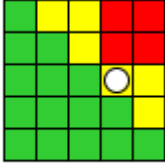
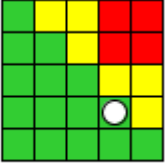

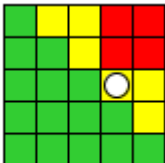
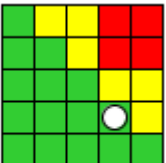

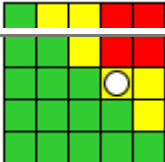
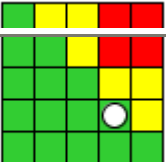
Code	Performance Indicator	Owner	2015/16	2016/17	2017/18			Latest Note	
			Value	Value	Value	Short Trend	Target		Status
ADC CUS 01b	Number of stage 2 complaints received in quarter for Adult Social Care in Clackmannanshire that were upheld or partially upheld	Jim Robb; Shiona Strachan	0	2	1		0		This complaint related to a complex situation and timescales relating to response to a carer need. Service has identified learning from this case and will be implementing this as part of ongoing service improvement.
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	Janice Young	100%	100%	93%		100%		Care Inspectorate Grades maintained or improved in most service areas throughout 2017/18. One reduced Grade for Quality of Environment for Menstrie House - reduced to Grade 3 - Adequate. Subsequent improvements made to living spaces and telecare call system. Service is awaiting re-evaluation following these improvements.
CHC ABS 001	Average full-time equivalent days lost per employee in the Child Care Services	Celia Gray	7.38	12.52	16.36		10.00		The service experienced difficulties with long term absences over the first half of the year which have impacted on performance in this area. All staff who were on long term absence have now returned to work and an improvement in this indicator is expected in the next reporting period. The overall target for Children's, Criminal Justice and Strategy was set at 5% and this has seen a reduction over the year to just above 5%.
CHC CUS 01a	Number of stage 2 complaints received in quarter for Childcare Clackmannanshire that	Celia Gray	2	1	1		0		The complaint that was upheld was a complex Child Protection case involving multi-agency approaches. A learning review is

Code	Performance Indicator	Owner	2015/16	2016/17	2017/18			Latest Note	
			Value	Value	Value	Short Trend	Target		Status
	were upheld or partially upheld								proposed with partner agencies to explore issues and make improvements
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	Michaela Porco	90%	100%	100%	▬	100%	✔	Unannounced inspection in November 2017- 2 Themes inspected; Care and Support. Both scored 4 (Good). Action plan identified to increase future score to 5 (Very Good)
CHC IBP 013	Projected variance as % of actual budget for Child Care Social Services Clackmannanshire	Celia Gray	13%	3.37%	-7%	↑	0%	✔	Decrease is linked to reduction of residential school places which is in line with adjusting the balance of care.
CHC LAG 04a	% staff in Clacks Children and Families Social Services who have received supervision in line with service requirements	Celia Gray			76.8%	?	75%	✔	Performance has improved over the year following management restructuring within the service and is now slightly above target.
CJS ABS 001	Average full-time equivalent days lost per employee in the Criminal Justice Service	Celia Gray	7.38	12.52	5.53	↑	10.00	✔	This is within target values with decreasing absences in this area.
CJS CUS 01a	Number of stage 2 complaints received in quarter for Criminal Justice Service that were upheld or partially upheld	Celia Gray	0	0	0	▬	0	✔	This is a new measure therefore there are no values included for previous years
CJS IBP 013	Projected variance as % of actual budget for Criminal Justice Service Clackmannanshire	Celia Gray			0%	?	0%	✔	Performance is in line with target and no overspend expected in this area.
CJS LAG 04a	% staff in Clacks CJS Social Services who have received supervision in line with service requirements	Celia Gray			60%	?	75%	⚠	Performance in this area has been impacted on by management restructuring, however with all team managers now in post this is expected to improve over the coming year.

Code	Action	Owner	Due	Progress	Status	Latest Note
SOS SSS 061	Implementation of Redesigned Service Structure	Celia Gray; Chris Sutton	01-Apr-2018	<div style="width: 90%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 90%	⛔	Finalisation of redesigned service structure delayed due to wider corporate redesign. Interim arrangements in place to mitigate risks and ensure continuity of service delivery.
SOS SSS 062	All commissioned services have designated operational manager responsible for contract management and monitoring	Celia Gray; Chris Sutton	01-Dec-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	✔	Operational leads identified. Completed.
SOS SSS 063	Commissioning framework in place for Children's and Justice Services	Chris Sutton	01-Apr-2019	<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 60%	▶	New target date agreed to progress framework with third and independent sector providers. Commissioning work has been

Code	Action	Owner	Due	Progress	Status	Latest Note
						prioritised in relation to care at home provision, including services to children.
SOS SSS 064	Briefings on revised complaints procedures delivered to all line managers	Chris Sutton	01-Oct-2017	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Completed.
SOS SSS 065	Strategy Service redesigned to meet needs of CSWO to provide data analysis, quality assurance, performance reporting, planning and policy and procedural development	Chris Sutton	01-Apr-2018	<div style="width: 90%;"><div style="width: 90%; background-color: #4f81bd; color: white; text-align: center;">90%</div></div>		Finalisation of redesigned strategy service has progressed in line with wider service redesign. Arrangements in place to mitigate risks and ensure continuity of service delivery.
SOS SSS 066	Service will work with IT to support operational implementation of IT system across Social Services	Celia Gray; Chris Sutton	01-Apr-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Operational service is fully engaged with the planning and procurement of the IT system. This work is on track at this stage. The revised business plan will set out time-line for the next stage of the work
SOS SSS 067	Introduce programme of activities to support staff engagement	Celia Gray; Chris Sutton	01-Oct-2017	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		CSWO engagement events with staff across adults, children's and justice services established. Team gathering children's services established. Programme for 2018-19 is being finalised.
SOS SSS 068	Implement revised job profiles and introduce a programme of recruitment events	Celia Gray; Chris Sutton	01-Apr-2019	<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div></div>		Date for completion revised in line with progression of service redesign.
SOS SSS 069	Introduce procedure to check registration requirements on an annual basis in conjunction with the HR service	Celia Gray; Chris Sutton	01-Oct-2018	<div style="width: 40%;"><div style="width: 40%; background-color: #4f81bd; color: white; text-align: center;">40%</div></div>		Agreed HR lead in place and will be progressed as corporate policy. Social services arrangements and needs identified. Date for completion revised in line with need to negotiate across services.
SOS SSS 070	Plan and deliver a programme of learning and development activities to support service redesign across Children and Families Service	Chris Sutton	01-Dec-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Ongoing programme of activities and development work also taking place. Will be used to inform planning for delivery into 2018-2019.

Social Services Risk Register 2017/18

Risk	SOS 016 Unsuitable Operational Procedures	Approach	Treat	Status		Owner	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	Work has been completed in relation to updating the operational Child Protection procedures. Further work is in process in updating LAC/LAAC procedures with a multi-agency group meeting across Forth Valley to refresh the GIRFEC processes and paperwork.											
Related Actions	Implementation of Redesigned Service Structure						Internal Controls					
	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		Owner	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	No changes to this assessment currently as further work required regarding GDPR across agencies given introduction of these new regulations.											
Related Actions	Service will work with IT to support operational implementation of IT system across Social Services						Internal Controls	Social Care Systems Steering Group				
Risk	SOS 026 Mis-alignment of Commissioned Services	Approach	Treat	Status		Owner	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							 Likelihood	 Impact			

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.				
Latest Note	No change to this target currently as work continuing in relation to this area with commissioning team.				
Related Actions	All commissioned services have designated operational manager responsible for contract management and monitoring			Internal Controls	
	Commissioning framework in place for Children's and Justice Services				

Risk	SOS 027 Insufficient Customer Engagement	Approach	Treat	Status		Owner	Celia Gray	Current Score	12	Target Score	6
Description	Engagement with those who use our services, unpaid carers and the wider public is insufficient										
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.										
Latest Note	No change currently to this target as work continuing to establish champions board. There has been developments in terms of the establishment of full time advocacy post with Who Cares? and work with Young Carers in terms of the co-production of the Young Carers strategy for delivery and related material.							Likelihood	Impact	Likelihood	Impact
Related Actions	Increase provision of advocacy services for children and young people			Internal Controls							
	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		Owner	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										
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.										
							Likelihood	Impact	Likelihood	Impact	

Latest Note	Work on programme of learning and development activities continuing and recruitment of public protection training post ongoing.			
Related Actions	Plan and deliver a programme of learning and development activities to support service redesign across Children and Families Service	Internal Controls		

Risk	SOS 025 Ineffective Staff engagement	Approach	Treat	Status		Owner	Margaret McIntyre	Current Score	9	Target Score	6	
Description	Failing to engage effectively with staff							Likelihood		Impact	Likelihood	
Potential Effect	Negative impact on Employee morale. Risk of harm to service users or potential service users. Industrial action. Disruption to service delivery.											
Latest Note	Staff engagement processes in place with new full team gatherings having been introduced by Children's Services Manager.											
Related Actions	Introduce programme of activities to support staff engagement		Internal Controls									

Risk	SOS 022 Lack of Competent, Confident Staff	Approach	Treat	Status		Owner	Celia Gray	Current Score	8	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							Likelihood		Impact	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.											
Latest Note	Moved to within target due to completion of recruitment of team managers. Reduction in numbers of staff leaving the service over the past year shows improvement in the area of staff retention.											
Related Actions	Implementation of Redesigned Service Structure		Internal Controls									
	Implement revised job profiles and introduce a programme of recruitment events											
	Introduce procedure to check registration requirements on an annual basis in conjunction with the HR service											

Risk	SOS 015 Insufficient Pace & Scale of Redesign Activity	Approach	Tolerate	Status		Owner	Celia Gray	Current Score	6	Target Score	8	
Description	Redesign activity does not match pace and scale of change required							Likelihood		Impact	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. 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	Service internal redesign activity now completed within timescales.			
Related Actions	Implementation of Functional Family Therapy	Internal Controls	Scrutiny Committee	
	Implementation of Intensive Children and Family Support Services		Audit & Finance Committee	
	Implementation of Redesigned Service Structure			
	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: 14 June 2018

**Subject: Development and Environment Service Annual Performance
Report 2017/18**

Report by: Executive Director

1.0 Purpose

- 1.1. This report presents the performance of Development & Environment Services based on the 2017-18 Business Plan.
- 1.2. The report provides an overview of Service activities carried out over the year, detailing outcomes delivered, financial and operational performance.

2.0 Recommendations

- 2.1. It is recommended that the Committee :

Note the content of the Annual Report, commenting on and challenging as appropriate.

3.0 Considerations

- 3.1. During 2017-18 Development & Environment Services delivered a significantly greater range of services following the transfer of Soft FM Functions from Corporate Services. The Service was also responsible for management of Council and Community assets, roads infrastructure, fleet and land. The Service performance is set out in the Annual Performance report in Appendix 1.

4.0 Sustainability Implications

- 4.1. None.

5.0 Resource Implications

5.1. Financial Details

5.2. The financial performance of the Service is set out in the report. Yes

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

5.4. Staffing

5.5. There are no direct staffing implications resulting from the report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

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

Our communities are safer

Vulnerable people and families are supported

Substance misuse and its effects are reduced

Health is improving and health inequalities are reducing

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

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

8.0 Equalities Impact

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

Yes No

The recommendation in the report will have no impact on equalities.

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 Appendix 1 - Development and Environment 2017/18 Annual Report

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Julie Hamilton	Service Manager	Extension 2657
Ian Doctor	Service Manager	Extension 2577

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Executive Director	
Nikki Bridle	Chief Executive (Acting)	

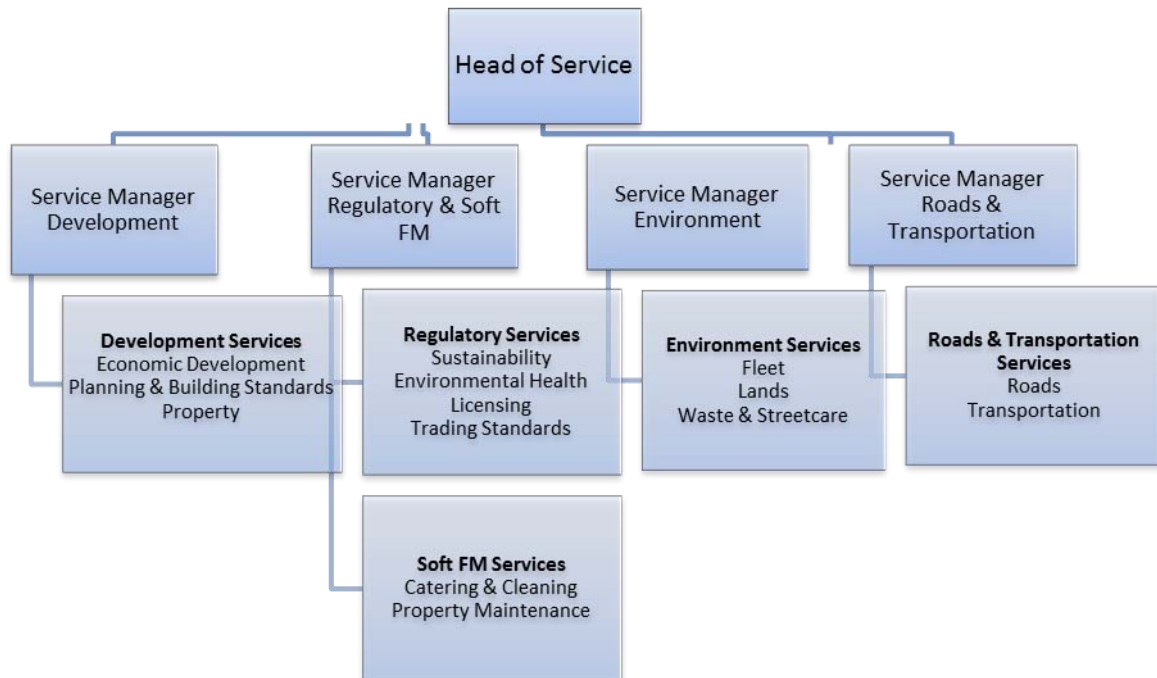
Development and Environment

Annual Report 2017/18



1. INTRODUCTION

Development & Environment Services delivers a diverse range of environmental and development-related services including Planning; Economic Development; Building Standards; Environmental Health; Roads and Transportation; waste management; lands; fleet and Soft FM functions.



2. KEY SERVICE ACTIVITY

Regulatory Services & Soft Facilities Management

Energy & Sustainability

Energy

Fuel Poverty

The Home Energy Advice Team (H.E.A.T.) continued to provide advice and assistance to Clackmannanshire residents on how best to use energy most efficiently and at the minimum cost possible. During 2017/18 the team secured £168,409.43 in savings to the local community. To date HEAT have saved Clacks residents £1.3 million, which includes a total of £295,120 from the Warm Home Discount scheme which directly assists the most vulnerable in the community.

The team delivered specialised training on energy efficiency and advocacy skills for members of the Community Well being partnership, provided drop in surgeries for the local community, worked directly with local Syrian refugees and established the Clackmannanshire Local Fuel Forum to share good practice and promote joint working with support agencies and national energy providers.

Work also began on drawing up a Clackmannanshire wide fuel poverty map to identify the most vulnerable in the community to help plan for future programmes and to identify funding sources (such as the Scottish Government's LA Flex initiative) to help improve energy efficiency and reduce fuel poverty in the community.

Energy Efficiency

A successful bid for Scottish Government Home Energy Efficiency Funding resulted in a grant award of over £0.5 million to help improve energy efficiency in 106 non traditional constructed houses in designated areas of multiple deprivation. Partnership working with Housing services helped to ensure that Council and private sector homes benefitted from this project. This joint working also enabled the team to attract a total of £51,308 in Energy Company Obligation (ECO) funding as a further contribution to the project. The project is scheduled for completion in June 2018

To date, the team have accumulated £14.5 million in funding for Clackmannanshire Council energy efficiency initiatives, which has aided the most vulnerable in the community and assisted homes across all tenures.

Following another successful funding bid the team attracted £60,000 in Scottish Energy Efficiency Programme (SEEP) funding, plus resource assistance from Zero

Waste Scotland, the Energy Savings Trust and Edinburgh University to help deliver a pathfinder Local Heat and Energy Efficiency Strategy (LHEES) for Alloa and Tullibody (which will be subsequently provide a platform for an area wide LHEES for Clackmannanshire). This project focuses on the development of a LHEES to support the delivery of a comprehensive programme that will deliver energy efficiency and carbon reduction improvements over the long-term. The LHEES is considered, by the Scottish Government, to be a keystone to attract further Scottish and UK Government funding to help deliver low carbon District Heat Networks and the development of renewable energy initiatives. In line with national energy efficiency objectives, the scope of this project covers domestic and non-domestic properties. This project is scheduled for completion in 2018/19.

During 2017/18 the team continued investigations into the potential for renewable Energy District Energy Networks (DEN) and produced briefings and reports on Solar, Geothermal and Hydro potential for the district. The team also played a pivotal role in the progress of the Clackmannanshire and Stirling City Deal by participating in development discussions and producing geothermal data and District Heat Network (DHN) reports for the developing City Deal.

Sustainability

Climate Change Public Body Duty Reporting: The team led the legally required climate change reporting process. The report recorded that the Council's carbon emissions had reduced by 7% over the previous year, which was attributed to the use of greener electricity supplies and improved working practices, such as the Council's change over to the use of LED street lighting (which was considered to be a model of good practice model by the Scottish Government.).

Climate Change Adaptation: Emphasis has been on projects rather pursuing the development of a formal Strategy. In specific areas, most notably flood risk management planning, we have more systematic approaches, and our updated Business Planning Guidance to make specific reference to climate risk. We have made significant progress in particular in projects with external partners including a climate change adaptation workshop with Inner Forth Landscape Initiative partners, a community engagement exercise in the Menstrie area and a continuing partnership with the Scottish Flood Forum and The Conservation Volunteers to develop community resilience groups. These are pioneering initiatives that have gained widespread recognition.

Public Body Biodiversity Duty: the team submitted the Council's biodiversity report to the Scottish Government as required every three years. The Service emphasises works to sustain effective partnerships, with volunteers and external partners delivering 1600 person days/£390,000 in kind over the three year reporting period. This includes practical conservation work on the ground, biological recording and training, including training for volunteers on identifying invasive species. The team led a review of Council-owned woodlands highlighting priority actions, and in

conjunction with Land Services ensured that any urgent issues requiring immediate action for public safety were actioned immediately. As with all of the Council's biodiversity work, this has benefitted public safety, access and amenity as well as biodiversity.

The team is working with partners to develop legacy arrangements for the Inner Forth Landscape Initiative as this programme draws to a close. The initiative has levered in over £1 million of access, natural and built heritage projects, training and interpretation to the county over the four years of the delivery phase as well as consolidating effective partnerships.

The team has worked with greenspace scotland supported by CSGN Development Fund to run a community engagement programme in support of the Community Empowerment Act's requirements regarding allotments and community growing. This has informed the Scottish Government's draft guidance (due to be published in May). The approach is designed to support biodiversity, climate change adaptation and resilience and is aligned with priorities for Social Services and Education.

Access and Countryside Projects

Working with partnering agencies the team have helped to improve outdoor access within the community. The following projects have now been delivered:

- Clackmannan and Alloa Park Access Improvements - where 1500m of path and a new bridge have been constructed,
- Inner Forth Inches Trail - where 1600m of path has been improved between Alloa and Cambus,
- Cambus Woods path improvements - where 500m of path and a new bridge have been constructed.

In addition to this the service is currently working with young volunteers from the "Path Skillz" projects who are presently undertaking path improvement projects at Gartmorn Dam Country Park and Hawkhill Wood.

The team continue to have a key role in the Clackmannanshire Access Forum which provides the public with advice on access matters and provides assistance to tackle complex access disputes.

Ranger Services

The rangers continued to carry out the Council's statutory duties in relation to our natural and cultural heritage and contributed towards the Council meeting key Government Policies, most notably:

- Increasing *health and well-being* - through facilitating access (bridge inspections, core paths checks, path and woodland clearing) and promoting

enjoyment and understanding of the outdoors via presentations and outdoor initiatives for schools, community groups and local volunteers.

- Tackling *social inclusion* - by working with local less advantaged groups
- *Enhancing the natural and historic environment* - the development of the Gartmorn Dam Development Plan, leading in local wild life monitoring and participating in wildlife awareness projects (e.g. bat monitoring, owl ringing and badger observation initiatives)

Parks and Landscapes

The team projected managed the Council's planned Park's and Play Area Capital projects programme, which delivered play facility improvements in the Alexander and Devonway Parks in Clackmannan and Muirside Park in Tullibody.

Working in partnership with Alva Community Council, the team assisted in the planning and development of the Cochrane Park outdoor gym.

In addition to this the team provided design and project management assistance to Educational Services to help them complete school grounds improvements in Alva, Alloa, Clackmannan, Menstrie, Sauchie and Tillicoultry.

Environmental Health

The service has been part of a pilot group of Scottish Local authorities reviewing an alternative system of risk rating food premises. Taking part has enabled the Council to help shape what the ultimate risk rating system will look like as well as providing officers with invaluable experience prior to the official launch in 2019. The new system will be a radical approach joining together the two, previously separate, elements of food safety work – hygiene and standards – into a single inspection and risk rating regime.

The service is also implementing a mandatory change of reporting food law enforcement data to Food Standards Scotland. Scotland has decided to introduce its own reporting model, the Scottish National Database (SND), which provides more useable data to Food Standards Scotland about Local Authority food law enforcement activity. The SND provides data on a weekly basis, uploaded automatically, providing a real time indication of performance rather than an annual "snapshot". The change has required significant work by the service and is due to go live before the end of May 2018.

Changes in the legislation regulating private water supplies (PWS) have updated the duties on the Council to monitor and regulate the use of PWS under the Human Consumption (Private Supplies) (Scotland) Regulations 2017. The new regulations place more duties on the Council in terms of sampling, monitoring and regulating than previously existed.

The retirement of a Senior EHO and the voluntary severance of the Contaminated Land Officer resulted in the re-structuring of Environmental Health to try and accommodate the increases in duties placed on the service by the above changes. An EHO was recruited to replace the Senior EHO. The role of the Environmental Health Technical Officer has been changed to increase focus on food safety duties and work areas for all officers changed to target resources more effectively.

Licensing

Work has been ongoing in relation to the review of the conditions attached to licences issued by the Council under the Civic Government (Scotland) Act 1982. The Taxi & Private Hire Car Driver and Operator conditions have been reviewed in consultation with Elected Members and the Taxi/PHC trade. The changes to the conditions are intended to make them easier to comply with and easier to regulate. This has been a significant piece of work and has the broad agreement of the Taxi/PHC representatives who attend the Taxi/PHC Forum Meetings.

The service was involved in the Orange Day Boyne Parade march through Alloa, co-ordinating and providing advice on the aspects of licensing affecting street parades. The Licensing Standards Officer (LSO) and Licensing Administrator provided a key input to make sure the event went as smoothly as possible. Liaison with licenced premises, the police, local businesses and the applicant were vital aspects of the section's input.

The service has worked with Legal Services on the production of the Council's "Statement of Gambling Policy 2016-19" which underpins the functions of the Licensing Board in terms of gambling.

Work has been ongoing in relation to the introduction of minimum pricing for units of alcohol. The LSO has been working with the licenced trade to ensure they understand what the new legal requirements are and the actions they must take in terms of the new law.

A programme of work has been produced for the LSO to compliment the reactive work he undertakes. The programme crosses all areas of his work and will ensure that those he has a targeted and consistent approach.

Soft FM

The roll out of a new cleaning system, which is focussed on zoning rooms in buildings for different priority, as part of a previous budget saving has progressed through the year with a quarter of the schools complete.

Training in relation to clinical waste, manual handling and fire awareness was successfully rolled out to janitors and cleaners.

The catering service has begun work with the Education as part of the Scottish Governments expansion of the Early Learning and Child Care. The extra hours to be provided will impact on all soft FM services, cleaning, catering & janitorial.

A system of electronic ordering was introduced with the assistance of the IT service to streamline the ordering of food by primary school kitchens, making the process much more efficient.

Janitor tasks and duties have been reviewed and now streamlined to help create more consistency in the delivery of this service.

The franking contract has been renewed thus securing access to reduced mail charges.

Trading Standards

The service has been implementing and enforcing the new legislation in relation to e-cigarettes / nicotine vapour products (NVPs) which made it illegal to sell NVPs to anyone under 18 or to buy NVPs for someone under 18 and required all retailers selling tobacco or NVPs to be registered. It also required all retailers to have an age verification policies for sales of tobacco and NVPs products.

The service undertook a significant seizure of non-compliant electrical products was made from a business operating in Clackmannanshire, which was importing these products directly from China and selling them throughout Europe via an online marketplace and internet auction site. The Courts subsequently granted a forfeiture order relating to approximately 14,000 unsafe light bulbs which were found to pose a serious risk of fire / electrocution. The business in question ceased trading before any further enforcement action could be taken.

During September 2017, the Scottish Government's Nuisance Calls Commission received £50,000 which was used to purchase 500 call blocking devices. These are to be disseminated to vulnerable members of the public through third sector organisations, adult protection committees, fire and rescue and of course local Trading Standards Services. The Service has obtained a number of these devices and is currently making them available to vulnerable adults locally who have been subjected to unsolicited nuisance calls. These nuisance calls have been identified as a key enabler for consumer related crimes ranging from out and out scams to misleading marketing calls which act as a precursor for further targeted consumer crime and resultant detriment.

Development Services

Property Review

Over £1.3 million of capital receipts was achieved from the disposal of surplus non-operational council property. Properties sold include the former Alva Academy, Greenfield House, 15 Mar St, the former Glenochil Nursery and a selection of small plots of land. Further significant progress was made by the end of 2017/18 in securing capital receipts for 2018/19. Work on evaluating all leased out property commenced, for completion of a comprehensive option appraisal in 2018/19.

Planning & Building Standards

As part of the 5 year process towards a future Local Development Plan, the Service completed a monitoring programme in late 2017, which recorded the use of policies in decision making, the uptake of development sites in the existing plan, and the effectiveness of site design guidance for developers and officers alike. The monitoring programme is used to inform a Main Issues Report which is currently under preparation for completion before the end of 2018. Public consultation on a Call for Sites and Issues was completed in early 2018 and the responses to this consultation will be used to inform preparation of the Main Issues Report.

The remaining five (of seven) Conservation Area Appraisals (Alloa Glebe, Tillicoultry, Clackmannan, Kennet and Dollar) were undertaken in late 2017/early 2018 and approved by Council in April 2018.

The sixth Annual Report on our Planning Performance Framework was submitted to the Scottish Government in July 2017. It provided a comprehensive analysis of quantitative and qualitative aspects of service delivery, including Development Plan progress, planning application decision making timescales for major, local and householder developments, and a more detailed breakdown of decisions on housing and business developments. It also presented broad evidence of service delivery, customer engagement, decision making, project management and continuous improvement. In it's feedback on the 15 performance markers that are used to measure critical service areas, which uses a RED / AMBER / GREEN analysis. 7 of the outcomes are green, 5 are amber and only one is red. The red outcome related to the requirement to update the Council's Planning Enforcement Charter which has now been completed and will be recommended to Planning Committee for approval in June 2018.

Performance on planning applications and building warrants has continued to meet target figures, and exceeds national averages.

E-Building Standards was successfully introduced in August 2016 and has been continuously developed to the extent that in excess of 70% of building warrants are now submitted to the Council electronically. This figure is now comparable with the

number of planning applications submitted electronically via E-Planning which was introduced in January 2016. The electronic submission of both planning and building warrant applications to the Council is significantly above the national average for electronic submissions in Scotland.

Economic Development

The Economic Development team continued to be engaged in a variety of activities supporting jobs growth, employment and skills development in Clackmannanshire. The service continued to provide secretariat support to the Local Employability Partnership (LEP) which met twice during the year. It has been a challenging year for the LEP with several changes of personnel including the resignation of the chair and the limited activity of the Business Jobs & Skills Partnership which is the strategic link between the LEP and the Clackmannanshire Alliance. The service has been a key player in delivering some of the LEP Action Plan and developing closer links with the Community Well-being Safety Partnership.

The Team Leader has continued to be a core member of the Longannet Task force, established by the Scottish Government as a response to the Longannet closure announcement. Activity of this group has been primarily focused around the demolition contracts. The group is expected to disband by June 2018.

The service has continued to coordinate the development of the Clackmannanshire based projects as part of the City Region Deal bid and has led on the development of the Regional Skills & Inclusion Programme and the identification of our inclusive growth priorities.

The service, along with Falkirk and Stirling Councils and Forth Valley NHS, were part of a successful bid to deliver the new Scottish Employability Service, "Fair Start Scotland", in the Forth Valley area. The service, which commenced on April 1st this year, aims to help at least 38,000 people nationally, 2,000 in Forth Valley and 400 locally to find employment, including those with disabilities and health. The key focus for the 2 year service will be tailored and personalised support for all those who participate.

In addition, Economic Development has continued to build on its track record of bringing in external and other funding to support labour market activity with the operational 'Clackmannanshire Works' team delivering positive outcomes under a variety of programmes:

- The ***European Social Fund Employability (ESF) Pipeline*** programme, which started in April 2015, continues to provide support to clients with multiple barriers to employment. In total, the programme has supported 504 clients, around a third of whom have gained employment (158) or entered education or training (28). 188 participants have also gained a qualification through the ESF programme.

- Of the 35 young people who started their apprenticeships in the private sector under the **Clackmannanshire Apprenticeship Initiative**, 34 have now left or completed. 27 (79%) of leavers/completers have fully achieved their Modern Apprenticeship qualification and 28 (82%) have sustained employment beyond the period of their Modern Apprenticeship (24 with their host employer). 1 young person is still undergoing their apprenticeship training and is due to finish during 2018.
- The team delivered 36 places under our **Employability Fund (EF)** contract with Skills Development Scotland. 20 places were filled by 16 – 18 year olds and 16 Stage 4 places were filled, predominantly by adults aged 25+. During the year, we successfully bid for EF places for 2018/19 based on our strong performance in moving individuals into work or further education as a result of the work experience and training support provided.
- We filled our contract of 24 **Modern Apprenticeship** places with Skills Development Scotland whose funding provides a contribution towards training costs only. Over and above the recruitment of 24 new Modern Apprentices, the service continued to support existing Modern Apprentices who started in previous years. During the year, 19 (90%) out of 21 young people leaving the programme achieved their Modern Apprenticeship qualification and 14 remained in employment beyond the period of their apprenticeship with another 4 going on to take up university places. In January, we successfully bid for another 24 MA places for 2018/19 based on the high achievement level of our Modern Apprentices.
- The funding available through the **Additional Modern Apprentices in the Council** initiative enabled the service to support other Council services to recruit 13 Modern Apprentices during the year. The funding was used to subsidise the wage costs of Modern Apprentices by 50% which made it more affordable for Council services to recruit and train apprentices. This funding finished at the end of March 2018.
- We managed to fill the 8 places allocated to us by the Scottish Government for **Scotland's Employer Recruitment Incentive (SERI)** which provides a recruitment incentive to employers in the private and third sectors who recruit vulnerable young people from specific targeted groups.
- As part of the **Forth Valley PACE Partnership**, we continued to help support local residents who were made redundant due to the closure of the Longannet Power Station. The support provided included general jobsearch advice and brokering specific vocational training linked to labour market opportunities.
- As a partner in the **Supplier Development Programme**, which provides training and support to help companies improve their chances of winning public sector contracts, we hosted 3 workshops locally for businesses during the year. One of the Clackmannanshire Works team continued to provide mentoring support to one fifth year pupil through **Career Ready**, a programme for young people from lower income families to give them the confidence, skills and networks to achieve their potential.

Roads & Transportation Services

Roads & Footways

- The road and footway capital improvement programme is complete. Details of the individual schemes are shown in Appendix 1
- The road and footway capital improvement programme is complete. Details of the individual schemes are shown in Appendix 1

Street Lighting

- The Street Lighting LED Lantern Replacement Programme is behind schedule due to a combination of adverse weather and lack of resources (both internal and external). However over 81% of the street lighting lanterns in Clackmannanshire have now been replaced with modern LED equivalents. This has reduced our street lighting energy consumption by around 47% to date (not accounting for asset growth).
- The annual Lighting Replacement Programme is complete. There are a number of areas where significant asset improvements have been undertaken, including;
 - Bowmar estate, Alloa (117 columns),
 - Grange Road area, Alloa (49 columns),
 - Clackmannan Road, Alloa (26 columns)
 - Broompark area, Menstrie (66 columns)
- Cross service coordination resulted in new lighting being installed in the Tron Court precinct and car park during the recent improvement works.

Flooding & Drainage

- The Flooding and Road Drainage Programme has been completed for 17/18. The Tillicoultry Burn Flood Protection Study as required by the local Flood Risk Management Plan is complete. The Menstrie Burn Flood Protection Study is 80% complete and due to be completed in June 2018. The Surface Water Management Plan has been procured and is underway with a completion date of September 2018.
- The Service arranged for a flooding and community resilience event to take place at the Dumyat Centre, Menstrie on 23/03/17. Information on what the public can do to reduce flood risk and advice on community resilience was available. The event was arranged in partnership with pupils and staff from Menstrie Primary School, Scottish Flood Forum, SEPA, Heriot Watt University and The Conservation Volunteers. The event was widely publicised in advance and encouraged greater community involvement in the environment offering practical information on flood risk to make settlements more resilient. In keeping with the duties of the Community Empowerment (Scotland) Act 2015 the event also aimed to encourage residents in the council area to form local flood action groups.

Public Transport

- Officers were involved closely with the Transport Co-ordination Centre in Stirling to prepare and let the tender for supported bus services in Clackmannanshire. The services have been secured with minimal amendments operating to the benefit of the local communities that they serve. The H1 / H2 services have been secured for the next 5 years.

Traffic Management & Cycling

- Due to the resource commitment required for the design, procurement and construction of (i) Clackmannan Main Street and (ii) Lochies Road / Port Street School Streets projects, the Cycle / Active travel projects for Helensfield and Clackmannan were postponed until April 2018. Construction work has now commenced on these projects with a £392,000 grant from Sustrans.
- Forth Environmental Link has let a tender which will provide electric bike hire stations at initially three locations in Clackmannanshire. Work is ongoing to finalise the initial sites and to identify further sites for bike hire stations.
- The Wee Cycle Festival was successfully held over Saturday and Sunday of 29th and 30th July at Sterling Mills. The event attracted over 10,000 visitors with 1000 using cycles.
- Roads & Transportation Services was presented with a Community Links design award at Sustrans' annual design workshop for our work on the Tullibody to Cambus active travel route.

Clackmannan Streetscape Projects

- The Council's successful bid for Scottish Government Economic Development Fund money brought forward the opportunity to take forward two projects that we had been working on with the Clackmannan Development Trust and Clackmannan Community Council.
- Main Street / High Street – Streetscape Works; the full design for this project was completed in January and the tenders prepared such that the contract was awarded by the end of March. The project was completed in November 2017 and a recent local survey has indicated that the public is happy with the outcome.
- Lochies Road / Port Street – Environmental Improvements and School Street; the project was completed in time for the commencement of the August school term. It has attracted much interest from outside Clackmannanshire and has been lauded as a benchmark for other similar projects across the country.

Environment Services

The Environment Service has been particularly impacted by the reduction of management capacity through the loss of both the Service Manager and Head of Service. Notwithstanding, within this context, the component services continue to strive towards providing good services and managing operational challenges. The service successfully recruited a new Fleet Team Leader after reliance on an agency employee for a significant period of time.

Grounds Maintenance

A programme of play area improvements continued in Clackmannan with the replacement of bark and woodchip surfacing with turf and safety mats as well as the installation of new pieces of play equipment.

Improvements to Clackmannan Cemetery were also undertaken where the paths were regraded and over-laid with fresh gravel as part of an ongoing programme to improve the aesthetics of the cemeteries and to cut down the volume of weedkiller required.

As in previous years numerous small projects were completed for housing including garden renovations, tree pruning and removal and a mix of hard and soft landscaping.

The Summer of 2017 proved challenging. The impact of service reductions in weedkilling combining with weather conditions that precluded cutting but encouraged weed growth impacted on service delivery and an unprecedented growth of weeds. This resulted in complaints from members of the public, Councillors and the Business Community.

Fleet

Over the previous two years Fleet Services has gone through a period of uncertainty and change. The main change has seen a change in all areas of the management team with the Fleet Team Leader, Workshop Supervisor and Fleet Support posts all being filled within the last 6 months.

The main aims of the team are stabilisation of the service, the renewal of the council's fleet of Heavy Goods vehicles and adherence to the council's operator licence undertakings.

Fleet replacement has carried on from 16/17 with the replacement of Waste Services road sweeping fleet and the impending replacement of both refuse collection (food waste) and roads maintenance fleets. This will help reduce the climbing costs of maintaining what is a very old fleet of heavy vehicles.

Fleet Services maintained a very good MOT pass rate for 17/18 with a first time pass rate of 96%, one of the highest in the country. Our Operators Compliance Risk Score is also very good, both roadworthiness and traffic scores remain in the green band.

Workshop improvements are on-going with changes being made to the main office, stores section and the main workshop. A wrench process will be introduced later in year which will vastly improve working conditions, health and safety within the workshop and lead the service through the much needed change in their working environment. This is a 5s process which allows the team to come together to make improvements within the service. 5s is standardized process that when properly implemented creates and maintains an organised, safe, clean and efficient workplace.

Work is on-going to ensure the council's operator licence is not put at any further risk. We have invited the FTA in to the service to carry out a full operator licence audit; this will highlight any potential areas of concern.

Fleet Services have been working closely with internal services to ensure they are compliant with statutory obligations held within the conditions of the council's operator's licence, drivers hours, tachograph rules and a robust Driver Responsibility Policy being just some of the items being worked on.

Waste & Streetcare

The Council signed up to the Charter for Household Recycling in Scotland. Work continues on the revised Code of Practice for Litter & Refuse, and we have participated in new monitoring methodology training.

Waste Services, in response to the closure of ACE Recycling in July, took the whole kerbside box and food waste collection service in-house on short notice on 1st August to ensure service continuity. Refuse collection and recycling teams made collections to 1,339,500 household bins and 2,288,000 recycling containers. There was a reduction in the amount of landfill waste collected from households dropped by just over 100 tonnes, from 7256 to 7151. In addition the service carried out 4751 bulky uplifts.

Procurement commenced for new weighbridge at Forthbank Recycling Centre.

SEPA inspections of the Black Devon Landfill site and Forthbank Recycling Centre were both rated as excellent. A health & safety inspection of Forthbank Recycling Centre focused on workplace transport and the inspector was satisfied with both the site and the documentation. In addition the Annual Veterinary Service inspection was passed with standards deemed compliant.

In Streetcare service requests and complaints increased a little by 2.9% (up to 1263 from 1227). This is reflected in a slight decrease in performance with the Local

Environmental Audit Management System (LEAMS) figure for streets at acceptable litter level at 94.1%, down from 94.7%.

3. FINANCIAL PERFORMANCE

Revenue Budgets

The service incurred revenue costs of over 20.4M in 2017/18 with 6.8M offset by income. The table below outlines net expenditure across the service.

Service	Budget (£)	Draft Actual (£)	Variance (£)	Variance (%)
Development	750,666	707,457	(43,207)	-5.75
Environment	6,261,157	5,544,113	(717,044)	-11.4
Head of Service	23,850	33,277	9,427	39.5
Regulatory	994,797	860,146	(134,633)	-13.5
Roads & Transportation	2,289,692	2,161,372	(128,319)	-5.6
Soft FM	4,466,509	4,313,922	(152,587)	-3.4
TOTAL	14,786,651	13,620,287	1,166,364	-7.9

The main areas of underspend were in employee related costs and third party payments.

Area of Underspend	Proportion of Total Underspend %
Employee Related	43.3
Premises Related	15.7
Transport Related	4.3
Supplies and Services	-8.2
Third Party Payments	46.1
Transfer Payments	-1.2

Information on capital performance is not available at the time of writing as the financial year end is not complete.

Annual Governance

During the year the service made the following improvements:

- integration of Development and Roads & Transportation strategic management
- appointment of new Fleet Team Leader
- establishment of D&E Absence Group
- reintroduction of Bipartite meetings

As part of the Annual Governance review process the following risks and areas for corporate improvement were identified.

Risks

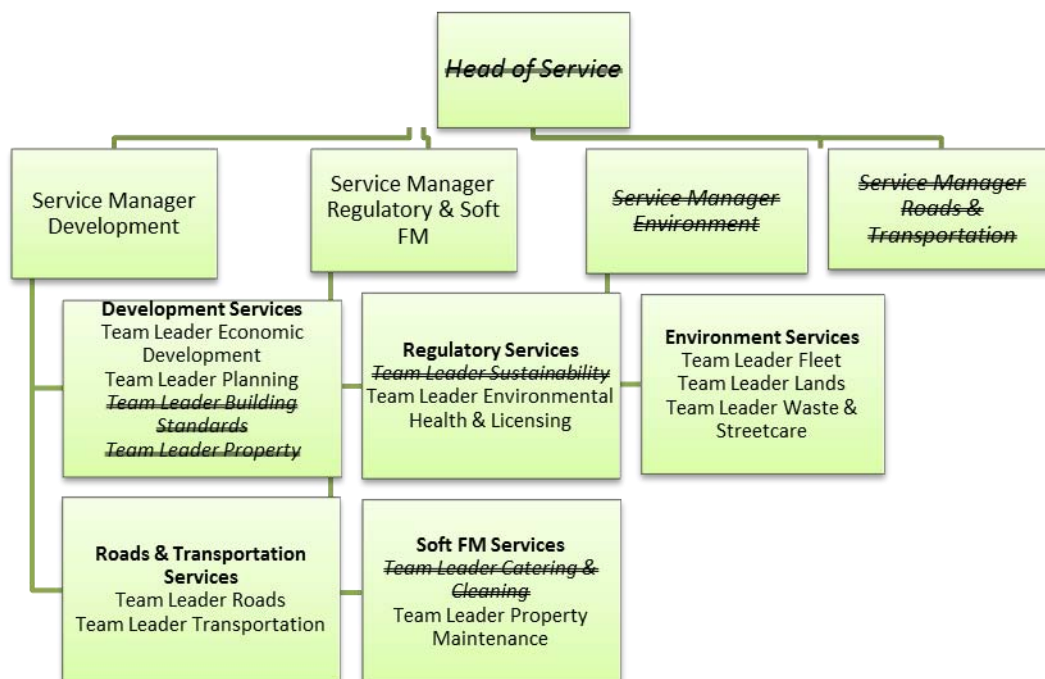
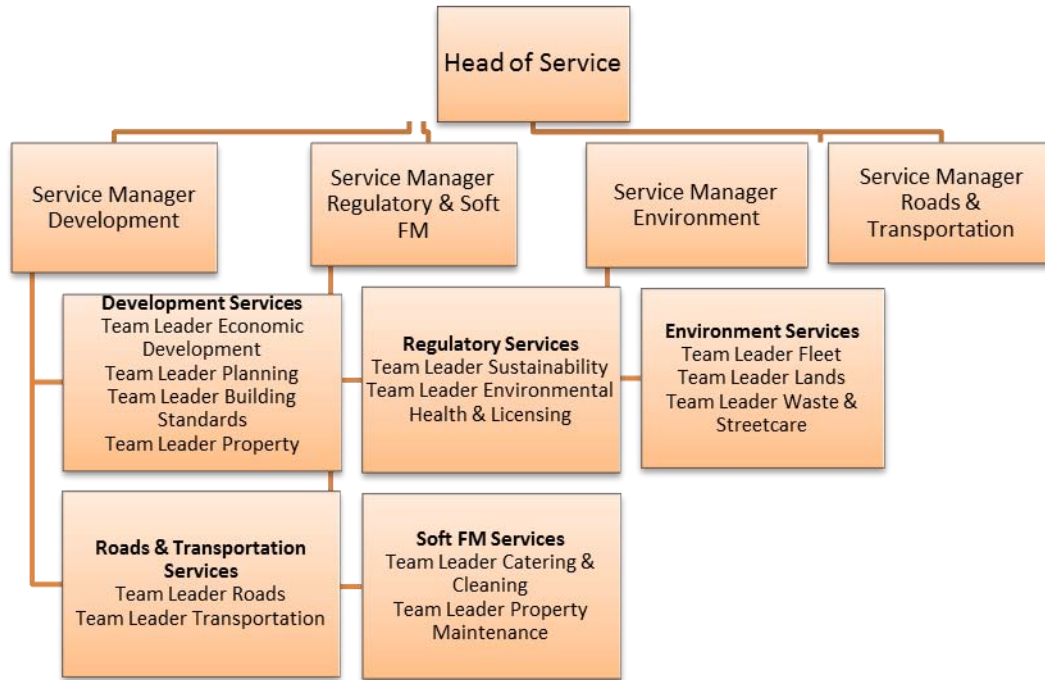
- Processes and procedures around the management of risk to where staff have convictions
- Business continuity in the event of severe weather due to lack of 4x4 vehicles or the capital budget to address this before next winter
- Insufficient management, including project resource to deliver the next phase of the City Region Deal following the imminent Heads of Terms Agreement
- The service lacks resource to carry out strategic coordination and monitoring of procurement exercises
- Staff absence levels in Development & Environment Services have become higher following "corporate restructuring" without adequate management capacity to effectively address the situation
- Ongoing improvements in Health & Safety are required, particularly around driver behaviour and incident reporting
- There is an ongoing lack of strategic management within the service with service senior management reduced from 5 to 2 staff.

Areas for Improvement

- Resolution of regional governance arrangements for the City Region Deal
- Lack of programme & project management culture and resources
- IT systems such as iTrent and Tech 1 are too complex for non-specialist users. As services are expected to take on more then these systems will need to be fit for purpose
- The Corporate approach to procurement currently involves inadequate coordination and limited proactive support in relation to the renewal of major waste contracts

4. MANAGEMENT RESOURCE

Management resource has, in recent years, reduced from 18 FTE to 11 FTE as shown in the following diagrams.



5. PERFORMANCE

The overall performance of services, in a challenging resource context, has been very good in 2017/18 and is detailed in Appendix 1 to this report.

Highlights












- The service has led the challenging process of developing the City Region Deal Bid and a Heads of Terms Agreement which will provide transformational opportunities for Clackmannanshire is expected imminently.
- The Economic Development service participated in a successful bid, along with Falkirk and Stirling Councils and Forth Valley NHS, to deliver the new Scottish Employability Service, “Fair Start Scotland”, in the Forth Valley area.
- Performance on planning applications and building warrants has continued to meet target figures, and exceeds national averages.
- Following the introduction of E-Building Standards in 2016/17 electronic applications are now in excess of 70%.
- Over £1.3 million of capital receipts was achieved from the disposal of surplus non-operational council property.
- 81% of the street lighting lanterns in Clackmannanshire have now been replaced with modern LED equivalents.
- To date the Home Energy Advice Team have saved Clackmannanshire residents £1.3 million.
- Fleet Services maintained a very good MOT pass rate for 17/18 with a first time pass rate of 96%, one of the highest in the country.
- SEPA inspections of the Black Devon Landfill site and Forthbank Recycling Centre were both rated as excellent.

Ongoing Challenges

- The significantly reduced management capacity pending implementation of corporate redesign.
- Once the Heads of Terms Agreement for the City Region Deal is reached a phase of detailed business case development and approval will ensue. The level of resource required from internal staff and external specialists will be significantly increased.
- Absence performance in Development & Environment Services has declined significantly following corporate restructuring during 2017. An Absence Management Review Group was established in May 2018 to consider

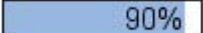

improvements in intelligence, specific areas of concern and to agree actions for improvement.

PERFORMANCE AGAINST ACTIONS, INDICATORS AND RISKS

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: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Agreement with external partner in place.	Julie Hamilton
DAE SBP 201	Support and membership of Longannet Task Force	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		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: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Attended FVBG Management meetings in September and March.	Julie Hamilton
DAE SBP 203	Manage the local development of City Region Deal bid and associated mechanisms.	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Programme management Group established and meeting weekly. Discussions and negotiations ongoing with Scottish & UK Governments.	Julie Hamilton
DAE SBP 204	Maximise funding for the delivery of employability services	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Part of successful bid led by Falkirk Council to deliver the Fair Start Scotland programme in Forth Valley from April 2018. Successful in SDS contract bids. ESF income secured following successful claims.	Julie Hamilton
DAE SBP 205	D&E Service's Capital Investment Programme 2017/18	31-Mar-2018	<div style="width: 100%;"><div style="width: 84%; background-color: #4f81bd; color: white; text-align: center;">84%</div></div>		Year End figures not yet available. Unverified figures show that the Capital Programme is largely complete with the main area of underspend being against City Region Deal due to the time taken to reach agreement on projects.	Garry Dallas
DAE SBP 206	Publish Local Transport Plan and action plan.	31-Mar-2018	<div style="width: 100%;"><div style="width: 80%; background-color: #4f81bd; color: white; text-align: center;">80%</div></div>		Work expected to be completed before the end of Quarter 2 2018/19	Julie Hamilton
DAE SBP 207	Support Clackmannanshire Business to promote Clackmannanshire as a place to do business.	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		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: 100%;"><div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div></div>		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: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Adverse weather resulted in 2 schemes being delayed until April 2018	Julie Hamilton
DAE SBP 210	Review and update Roads & Transportation Service policies and strategies due in the year.	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		Work all done in-house.	Julie Hamilton

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
DAE SBP 211	Manage effectively the D&E financial targets	31-Mar-2018	 100%		Whilst the financial year end is not yet complete most recent outturns indicate this is complete.	Garry Dallas
DAE SBP 212	Identify efficiency savings for 2018/19	16-Feb-2018	 100%		D&E savings included in approved Council budget for 2018/19.	Garry Dallas
DAE SBP 213	Improve attendance performance within D&E	31-Mar-2018	 100%		The service has recently resolved some long-term issues and has recently established an absence management group to further improve absence.	Garry Dallas
DAE SBP 215	Restructure of service following corporate restructure	31-Mar-2018	 0%		Action cancelled as corporate restructure not yet implemented.	Garry Dallas
DAE SBP 216	Preparation of evidence for Local Development Plan (LDP) Main Issues Report	31-Mar-2018	 100%		Main Issues Report (MIR) now under preparation to be presented to Council before end of 2018.	Julie Hamilton
DAE SBP 217	Development Plan Scheme and Development Plan Monitoring report	31-Mar-2018	 100%		Complete	Julie Hamilton
DAE SBP 218	Undertake Housing Land Audit	31-Mar-2018	 100%		Housing Land Audit agreed with Homes for Scotland.	Julie Hamilton
DAE SBP 219	Prepare Scottish Government Performance report for Development Management	31-Mar-2018	 100%		Completed	Julie Hamilton
DAE SBP 220	Sale of surplus Council property, as set out in the Annual Property Review reports.	31-Mar-2018	 100%		Good progress made and expected income achieved.	Julie Hamilton
DAE SBP 221	Establish arrangements for the recycling of waste.	30-Sep-2017	 100%		The transfer of staff and services into the Council is complete. The impacts will be reviewed and ongoing service improvements made.	Garry Dallas

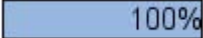



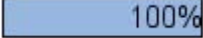



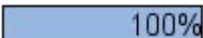

D&E Budget Savings 2017-18: Year 2 Approved in 2016-17

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	 90%		The majority of the £430,000 year 2 savings have been completed. A final position will be available once the financial year end is complete.	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="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	Complete	Garry Dallas
DAE 178 003	Savings in procurement, equipment and supplies	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	Complete	Garry Dallas
DAE 178 005	A reduction in the fleet asset and consequential operating costs	31-Mar-2018	<div style="width: 61%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 61%	⚠	Proportion of this saving achieved will be confirmed by Service Accountant once the financial year end process is complete.	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="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	Complete	Garry Dallas
DAE 178 009	Deletion of a vacancy	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	Complete	Garry Dallas
DAE 178 010	Productivity efficiencies in Streetcare	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	To be confirmed by Service Accountant once year end process is complete	Garry Dallas
DAE 178 013	CASH saving from annual vacancy management / turnover	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 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.	Garry Dallas
DAE 178 014	End of lease for meals on wheels catering vans storage	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	Complete	Garry Dallas
DAE 178 015	Service efficiency on waste treatment costs and refuse collections	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	Service Accountant to confirm once year end process is complete.	Garry Dallas
DAE 178 016	One-year CASH saving from deferring recruitment for one year	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	Complete	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	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	Achieved	Garry Dallas
DAE 178 020	Savings in contracts for school alarm systems	31-Mar-2018	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 0%	✗	Implementation stalled due to Team Leader absence and management capacity issues.	Garry Dallas
DAE 178 023	End of one-year programme	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%	✓	Complete	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.	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.	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.	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	 100%		Whilst Council agreed to not to progress this project compensatory savings have been delivered through TVR and reduced costs through the sale of properties.	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


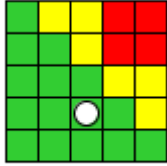
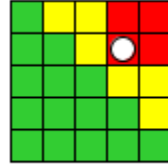
D&E Performance Indicators 2017-18


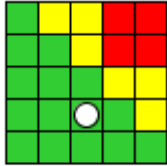
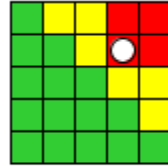
Code	Description	2017/18					Reviewer (Owner)	2017/18
		Target	Value	Status	Short Trend	Long Trend		Note
DAE AB1 GOV	Average FTE Days Sickness Absence (Development & Environmental Services)	11.3	21.7				Garry Dallas	The service absence performance has worsened since corporate restructuring and the inclusion of Catering & Cleaning in 2017. The service has created an Absence Review Group of senior officers supported by HR & Finance to address this.
DAE AB2 GOV	% Sickness absence (Development & Environment)	4.00%	7.53%				Garry Dallas	<p>The service absence performance has worsened since corporate restructuring and the inclusion of Catering & Cleaning in 2017. The Service has established an Absence Review Group to:</p> <ul style="list-style-type: none"> • analyse and understand the data across the service, • investigate the implementation of absence procedures across the service and to • create, implement and monitor an action plan to reduce the absences.
DAE CNQ BUS	Percentage of Councillor Enquiries dealt with by Development & Environment within timescale	95%	89%				Garry Dallas	The service received 301 enquiries in the year compared to 189 in 16/17, an increase of 59% and almost double the 155 received in 15/16. This is against a reduction 60% in senior management capacity to deal with these.
DAE FOI GOV	% FOI enquiries responded to within timescale - Development & Environment	100%	94%				Garry Dallas	Performance has declined over the last 3 years as the volume of requests has increased. The service received 348 requests in 17/18 compared to 292 in 16/17, an increase of 19%, and 43% higher than the 243 received in 15/16. Reduced performance is a result of reduced management capacity.
DAE HS1 GOV	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) cases reported relating to staff - Development & Environment Services		4				Garry Dallas	Data not currently available.

Code	Description	2017/18					Reviewer (Owner)	2017/18
		Target	Value	Status	Short Trend	Long Trend		Note
DAE HS2 GOV	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) cases reported relating to non-staff - Development & Environment Services		0				Garry Dallas	Data not currently available.
DAE MPQ BUS	Percentage of MP/MSP enquiries dealt with by Development & Environment within timescale	95%	86%				Garry Dallas	63 enquiries were received. An increase of 17%. Reduced performance is a result of reduced management capacity.
DAE PPL 005	% DAE staff who have undertaken a review of their performance with their line manager in the previous 12 months (e.g PRD Toolbox meeting).	100%					Garry Dallas	Data not currently available
DEV DMA 001	The percentage of all planning applications dealt with within two months	84.00%	80.37%				Allan Finlayson; Julie Hamilton	Slightly reduced performance attributed to temporary staff resourcing impact which has now been resolved.
DEV DMA 004	Local planning applications avg. time (weeks)	7.0	8.5				Allan Finlayson; Julie Hamilton	Slight increase in determination period as a result of temporary staff resourcing impact which has now been resolved.
EDE EMP 001	Number of new starts participating in Council Economic Development funded employability programmes.	287	256				Ian Fraser; Jim Livingstone	Referrals slightly behind target but associated outcomes for jobs, training and qualifications ahead of target.
ENV STR 02e	LEAMS Audit Summary: % acceptable clean street sites	96.0%	94.1%				Gillian Wilson	Performance consistent with reduction in staff resources and high level of vehicle breakdown
RAT RAT 006	Percentage of traffic light repairs completed within 48 hours	95.0%	100.0%				Alan Murray	Performance exceeded target.
RAT RAT 008	Electricity Consumption of Street Lights and Signs in a rolling year	1800 mWh	1833 mWh				Scott Walker	Completion of LED replacement scheme ongoing (due to weather delays) but energy savings targets have been achieved to date
RAT RCI 001	Percentage of A class roads that should be considered for maintenance treatment	25.0%	25.1%				Scott Walker	Condition slightly down on 2016 relating to proportion on budget spent on network.
RAT RCI 005	Percentage of all roads that should be considered for maintenance treatment	36.0%	36.4%				Scott Walker	Measured condition of unclassified network (only 10% sample) resulting in RCI being fractionally higher than target
RAT STR 001	Percentage of street light repairs completed within 7 days	93.0%	97.6%				Scott Walker	Software used to calculate KPI has been removed. Request to replace is with IT.

Code	Description	2017/18					Reviewer (Owner)	2017/18
		Target	Value	Status	Short Trend	Long Trend		Note
RGY BST 006	% building warrant applications responded to within 20 days	85%	98.2%				Julie Hamilton	Performance exceeds target
RGY EHE 013	Percentage of service requests to Environmental Health responded to within timescale.	95%	96%				Ian Doctor	Performance is as expected and meeting target
RGY TST 001	Percentage of consumer complaints to Trading Standards dealt with within 14 days of receipt	80.00%					Ian Doctor	Data not currently available
RGY TST 002	% Trading Standards business advice requests dealt within 14 days of receipt						Ian Doctor	Data not currently available

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

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 	Impact	Likelihood 	Impact
Potential Effect	Service has insufficient income to maintain services.										
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 	Impact	Likelihood 	Impact
Potential Effect	Service cannot demonstrate that is effective, efficient and recognised for excellence.										
Related Actions				Internal Controls							
Latest Note	Risks to service resilience have increased due to 60% vacancy rate within service senior management, reduced staff complement and workforce issues.										

Scrutiny Committee

Date of Meeting: 14th June 2018

Subject: Housing, Property and Revenues

Performance Report 2017-18

Report by: Head of Housing & Community Safety

1.0 Purpose

- 1.1. This report provides a summary of performance in some of the main areas of the operation to the end of financial year 2017-18

2.0 Recommendations

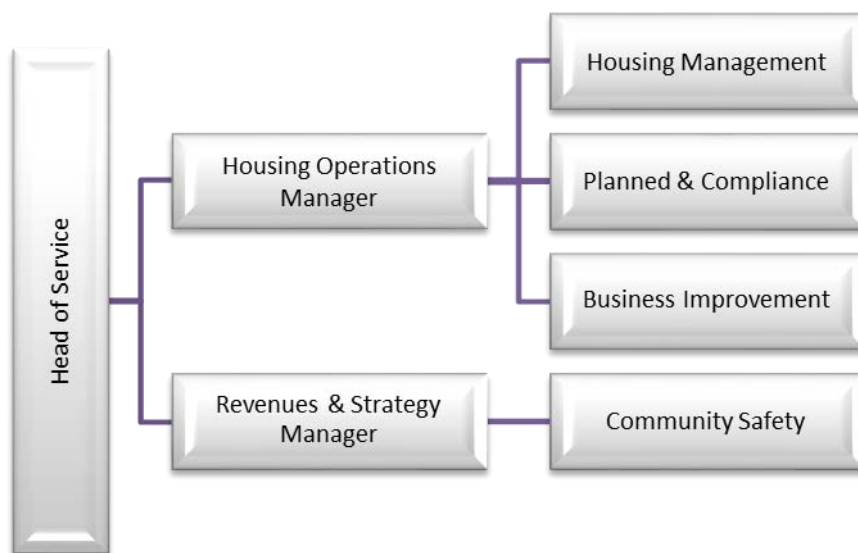
- 2.1. It is recommended that Committee notes the report, while commenting on and challenging the performance as appropriate.

3.0 Background

- 3.1. The Housing, Property and Revenues Service deals with the following functions:-
- Council Housing Management: landlord services including repairs and income collection to approximately 5,000 properties across Clackmannanshire.
 - Revenues and Benefits: Collection of council tax and other sources of income; and distribution of benefits.
 - Community Safety: Working with Police Scotland and other partners in the Alliance to improve well-being and safety in Clackmannanshire.
 - Strategy and Support: health and social care integration; support for vulnerable groups; identifying needs and planning for new housing; services to owners.
 - Corporate Property (from 2017): planned and reactive repairs for all public buildings
- 3.2. This will be the last report to the Committee on this service in this format given that the agreed changes to the Council structure divides these functions between the new Place, People and Performance departments.
- 3.3. Performance indicators are attached at appendix 1.

4.0 Staffing

- 4.1. As a result of efficiencies and the Council agreed budget savings there was a further reduction of 21 (7.5%) full time equivalent (FTE) posts during the year. 34 people left the service, and 15 joined. There are now 258 FTE posts.
- 4.2. The number of team leader posts in the service was halved during the year, from eight to four, through a combination of voluntary severance and turnover. Previously there were 10 team leaders responsible for these areas of operation. The service structure is shown below.



5.0 Financial Performance

The Housing Revenue Account (HRA)

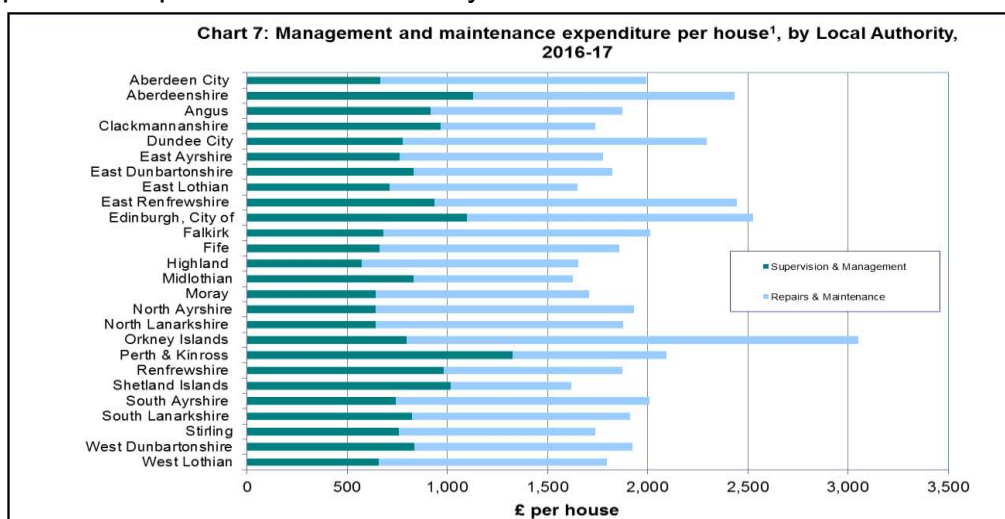
- 5.1. Rental income meets the costs of the services provided. As the HRA is ring-fenced any savings made do not contribute to the Council's overall financial health. Whilst the HRA does not face the same financial challenges as the Council general fund the intention is to continually improve services whilst reducing costs. The evidence demonstrates that doing the right things that matter to customers, and doing them well, naturally brings costs down, without a budget-led savings process. As a result the HRA has continued the strong financial performance of recent years as shown in the following table.

Table 1. HRA out-turn 2015-18

Year end.	(-Under) / Overspend
March 2015	(-£0.691M)
March 2016	(-£0.478M)
March 2017	(-£1.257M)
March 2018	(-£1.172M)

- 5.2. This figure includes £540K of staffing efficiencies, achieved through combined roles, vacancies arising during the year, and posts held vacant for ongoing restructuring work. Efficiencies were also achieved on the void rent loss budget (£80K) and the use of some external maintenance contractors significantly reduced. (£256K).

- 5.3. It is also noteworthy that for the second consecutive year there was no requirement to borrow to fund the ambitious capital programme. This means the service is ahead of the loan repayment schedule set out in the Financial Business Plan approved by Council in February 2018, and the retained surplus has risen to £2.6M. This is a strong position and will enable the Council to consider additional services to benefit its tenants in support of its agreed corporate priorities.
- 5.4. In the previous financial year management and maintenance expenditure on the service was lower than the majority of local authorities in Scotland according to figures from the Scottish Government as illustrated in the following table¹. This is likely due to the considerable investment made in planned improvements in recent years.



Housing General Fund Services

- 5.5. Around a quarter (60) staff in the service are engaged in general fund activities of homelessness, strategy, revenues, community safety; and public buildings maintenance. The following table shows that the housing general fund has contributed 12% of the total council efficiency savings made over the last four years.

Table 2: Housing General Fund: Budget Savings

Year	Housing GF Saving	% Budget	Council saving	% Budget Saving
2014-15	£0.646m	27.71%	£4.312m	3.76%
2015-16	£0.469m	14.52%	£3.017m	2.57%
2016-17	£0.455m	14.68%	£7.501m	6.13%
2017-18	£1.040m	11.10%	£6.804m	5.61%
Total	£2.610m		£21.634m	

- 5.6. This year there has been an underspend on the account of £0.410m. However, £283K is earmarked reserves to provide services for specific client groups.

¹ <http://www.gov.scot/Topics/Statistics/Browse/Housing-Regeneration/HSfS/HRAmainpage/HRAStatistics2017/HRAstatistics2016-17wordversion>

Table 3: Housing General Fund Outturn summary 2015-18

	March 2015	March 2016	March 2017	March 2018
(Under) / Overspend	(-£0.351M)	(-£1.279M)	(-£1.477M)	(-£0.410m)

- 5.7. The main areas of variation are the anticipated reduction (£0.356M) in homeless rental as a result of Universal Credit. This is compensated by an underspend of £0.537m in Housing Benefit payments budget, in line with previous underspends and additional government support to offset the impact of transfer of functions from the DWP. There is also £0.422m of efficiencies in Revenues Services, the result of staffing vacancies held, and additional income. The public buildings function taken on this year has overspent in total by £0.586m, of which £165K can be attributed to the rates revaluation.

HRA Capital Programme

- 5.8. A further £6.1M was invested in the housing stock over the year. This builds on previous investment commitments and continues to sustain and consolidate the council's position in terms of compliance with the Scottish Housing Quality standard and working to achieve the new Energy Efficiency Standard for Social Housing (EESH) by the May 2020 deadline.
- 5.9. Using the charter methodology for assessment of SHQS, the council is currently **97.65%** compliant. Reported failures and abeyances are as follows. The majority of failures relate to defective door entry systems, largely due to issues with sharing owners. This is now being addressed under the mixed ownership and common repairs policy agreed in September last year.
- 5.10. Details of the capital investment programme are set out in appendix 2.
- 5.11. The HRA business plan agreed in February 2018 will see a further £30M invested in the housing stock, with £6.4M planned expenditure in 2018-19.

6.0 Housing Management Service Performance

Repairs

- 6.1. The main change in the repairs service this year has been the efforts made to rebalance resources between the various demands of voids, planned, emergency and routine repairs to council properties and public buildings.
- 6.2. There has been a conscious effort in particular to reflect the policy change made to carry out repairs within eight hours, rather than four. By reallocating resources, the target can be comfortably met, providing a high standard of emergency service, whilst contributing to performance improvement in other areas. The average time taken to complete non-emergency repairs is now just over four days, and almost 98% of jobs are carried out "right first time".
- 6.3. Satisfaction with the repairs service is high. Of the tenants who were asked about their views on the repair carried out in the year, 100% were satisfied.
- 6.4. The slight drop in repairs appointments completed (94.4% compared with 98.7% the previous year) can be attributed to the prolonged period of bad weather during December, and March, resulting in higher callouts and vehicles not being able to travel.

Allocations

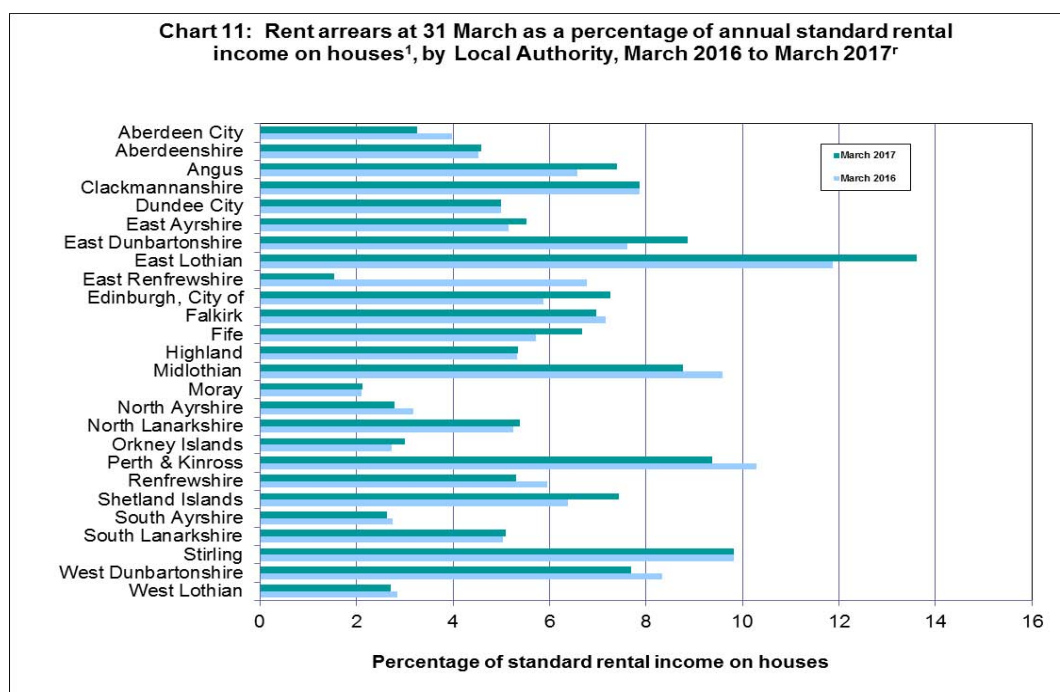
- 6.5. The Clackmannanshire Common Housing Register (CHR) in operation since 2012 has been reviewed. This agreement is an informal agreement between the Council and the largest local Registered Social Landlords (RSLs). The aim of the CHR is to make accessing housing simpler and fairer for people and this is achieved in three main ways: a common application form, a shared point of access and a method to exchange information.
- 6.6. Staff from partner organisations, have worked on a number of improvements including developing an on line application form and information provision on housing options. Kingdom Housing Association staff have also attended some operational group meetings with a view that it will join the CHR later in 2018.
- 6.7. The allocations policy is currently under review.

Annual Risk Assessment 2017-18 – Scottish Housing Regulator

- 6.8. Each year the Scottish Housing Regulator (SHR) completes an annual risk assessment of the performance of all Scottish Social landlords. This confirms that the SHR does not intend to carry out any additional scrutiny of the housing service. However, the SHR did highlight that some areas of performance (from 2016-17) are in the bottom quartile and these are discussed below.

Collection of Gross Rent arrears (indicator 31)

- 6.9. The comparison of rent arrears with other local authorities is shown in the table below².



² <http://www.gov.scot/Topics/Statistics/Browse/Housing-Regeneration/HSfS/HRAmainpage/HRAStatistics2017/HRAstatistics2016-17wordversion>

- 6.10. As noted in previous reports, rent arrears have been a concern for some years. The staffing restructure required, and the full transfer of responsibilities was only concluded in the final quarter of 2016-17, and the arrears management has been a priority since the integrated service was re-established. However, any benefits that may have been seen this year have been overtaken by the roll out of Universal Credit (UC). During the year the collection rate declined to 97.83%, with the overall arrears figure increasing to 9.1%.
- 6.11. The increase in arrears was to be expected given the experience of other areas. A recent report³ from the Scottish Government highlights the 30% increase in rent arrears experienced by East Lothian Council attributed to Universal Credit. East Lothian has a longer experience of full service UC than other areas in Scotland; as such it represents the strongest available case study into the impact of UC on rent arrears. The report quotes figures published by East Lothian Council in February 2018 showing that whilst East Lothian successfully reduced its overall level of rent arrears in the two previous years, in 2016/17 overall arrears increased by 30%, and were up a further 3% by the end of quarter 3 in 2017/18.
- 6.12. COSLA has recently reported similar increases in the early UC roll out Council areas of Highland, East Dunbartonshire and Midlothian.
- 6.13. The impact of UC in Clackmannanshire is demonstrated in the table below.

	2016-17	2017-18	change
total arrears	£655,464	£789,143	£133,679
average per case	£520	£571	£51
Total number of UC cases in arrears at year end	108	611	503
Total arrears at year end	£83,031	£455,914	£372,883
Average arrears per case	£710	£747	£38
non UC claimants in arrears	1153	772	-381
total non-UC arrears	£572,433	£333,229	-£239,204
average arrears per case	£496	£432	-£65
No of UC claimants at year end	117	697	580
% in arrears	92%	88%	

- 6.14. As can be seen, nine out of ten tenants in receipt of UC are in arrears, 44% of UC cases make up 58% of the total arrears, with the average debt per UC case approaching double that of the non-UC cases.

³ “Annual Report on Welfare Reform” <https://news.gov.scot/news/impact-of-uk-government-welfare-cuts-1>

- 6.15. It should be noted that since the new ways of working were introduced the average arrears per case of the non-UC tenants has fallen by £65 (13%).

Statutory Homeless tenancies sustained for >1 year (indicator 20)

- 6.16. Tenancy sustainment rates have improved to 86.5% (from 80%), reflecting the work that is put into this. Over 9 out of 10 (91%) allocations from the waiting list are sustained for more than a year, compared to just over 8 out of 10 (82%) allocations to homeless people. It is intended that further resources will be directed to supporting homeless people.
- 6.17. Of the 41 homeless tenancies that were not sustained, six people actually did not move into the property, and this is an area that requires further investigation. It is possible to say however that support services to new tenants continues to improve as a result of the structural changes made. Homeless people meet their housing officer when they sign up for the tenancy, and resources are concentrated on those needing the most assistance. Some recent staff departures has also allowed for a further restructuring of this service and two new posts will shortly be advertised that will have sustainment as a key focus of their role.

Average length of time to re-let properties (indicator 35).

- 6.18. As noted in last year's report, performance on voids had dipped but this was attributed to a 15% increase in the properties that become void and the particular spike in the first half of the year, with many requiring extensive works.
- 6.19. This set back provided the opportunity to go back to the basic principles established during the Vanguard consultancy exercise, and work with the staff involved to examine the data, and redesign the system to improve performance. Weekly problem solving sessions take place and staff are able to try out different things to seek solutions to problems with the focus on doing the right things for the customer.
- 6.20. This has resulted in the time taken to relet properties improving to 33 days (from 55), which is ahead of the time achieved in 2015-16 (36). This increase comes on top of a 17% increase on the 2015-16 figure for properties that became empty during the year. The aim is for continual improvement on this figure.
- 6.21. It is also very pleasing to note that refusals of tenancy offers have continued the downward trend, and the figure is now less than one in three. This is due to a combination of better matching and improved standard of the accommodation offered.
- 6.22. We continue to work closely with new tenants to ensure that the standard of the property meets their expectation. Satisfaction levels remain high with 97% of new tenants expressing satisfaction with the standard of their home when moving in.

- 6.23. It is also pleasing to note that the work with “Our Power” (the not for profit energy supplier owned by RSLs, local authorities and community organisations⁴) is improving utility services to tenants, (and reducing costs), whilst helping with relet times. Over 500 properties have now transferred supply to Our Power, with 200 smart meters installed. Our Power ensures power is connected to the property when it is vacant, allowing for works to be completed. Previously a lot of time was wasted waiting for other energy suppliers to clear meters before power was available in the property.

Resolved ASB cases within locally agreed targets (indicator 19)

- 6.24. The figure for resolved cases this year has increased to 75%, up from last year’s figure of 59%. However, it should be noted that this figure can vary from year to year due to timing of the cases, and the relatively low number involved.
- 6.25. The service aims to resolve ASB cases through a variety of measures. Housing officers are now working in small patches and so able to deal with cases more quickly. Several have been trained in mediation skills. An out of hours service is in place and those experiencing anti-social behaviour encouraged to use it so the staff team can respond to support victims and witness incidents. Court action is used, but it must be recognised that these cases are often complex and where legal steps are required, the timescales lengthy.

7.0 Revenues Service

Council Tax

- 7.1. The rate of council tax collection continued to improve despite the introduction of Universal Credit and the anticipated decline in the take up of the council tax reduction scheme.
- 7.2. The Year End Council Tax Collection rate for 2017/18 was 96.14%, a 0.29% increase on 2016-17. This represents another record collection in-year for the council. The figure is now ahead of the 2017 national collection rate of 95.8%.

Housing Benefit (HB)

- 7.3. The time taken to process new claims for Housing Benefit dipped very slightly from 23 days in 2016/17 to 24 days in 2017/18. Time take to process “Change of Circumstances” improved to 4 days compared with 5 days last year. These figures demonstrate another year of progress given the changes as a result of Universal Credit (UC).
- 7.4. New claims for housing assistance are now largely dealt with by the Department of Work and Pensions (DWP). Local authorities are dealing with the more challenging and difficult claims, without the volume of easier claims to process to bring average times down. There is also the challenge to ensure that customers are correctly advised to apply for UC or HB. Incorrect

⁴ <https://our-power.co.uk/about>

HB awards have a significant negative impact on the subsidy received from the DWP.

Former Tenant Arrears

- 7.5. Tenancies end for a variety of reasons including, abandonment, eviction or death. When there is a balance on the account these arrears can be difficult to collect if for example, there is no forwarding address, or the deceased has no estate.
- 7.6. During the year 288 (66%) of the 434 tenancies ended had an outstanding rent balance, amounting to £227,258. This equates to an average former tenant arrear of £789.09. This represents an average increase of £96.65 of debt at tenancy end compared with 2016/17.
- 7.7. Improvement in collections however meant the total outstanding reduced by £2,500, which is the first reduction in debt in recent years. There will be further information on this included in the annual debtor's report to the June meeting of the Council.

Former Tenant Arrears

	14-15	15-16	16-17	17-18
No of accounts	1235	1398	1522	1522
Outstanding amount	£621,882	£727,577	£818,396	£815,915

Non Domestic Rates (NDR)

- 7.8. Collection of NDR dipped slightly in 2017/18, with performance in-line with when the last rates revaluation took place. However as local authorities are allocated income principally from the rates pool, performance does not necessarily correlate with income collected locally. A review of rates relief was also carried out during the year. This resulted in additional queries from ratepayers. A number of reliefs also ended, primarily due to forms not being returned, increasing the billing base. The legislation means that current year recovery cannot begin until October of the billing year. Additional warrants being sent to our recovery agents for 2017/18 to enable the use of their powers to increase the collection.

Sundry Debts

- 7.9. Collection of sundry debts was slightly down on last year, but still up 10% on 2015/16. Debt over 90 days old has decreased from 65% to 56%.
- 7.10. Sundry debt collection performance also fluctuates due to the timing of invoices. Where invoices are raised in the final quarter of the year there is of course less time prior to the year end for payment to be made, or recovery action to begin.
- 7.11. During the year Council departments were provided with more detailed reports on outstanding invoices. This enables them to assist with collection or to stop services. The Revenues Service manager also meets regularly with the Adult Care Service Manager.

8.0 Public Buildings

8.1. The Assets Service, responsible for public buildings maintenance, and some of the staff team transferred from Resources and Governance to the Housing service in January 2017, but the full transfer of functions was not completed until April 2017. The service manager previous responsible for Assets moved to Education, with the majority of the functions associated with that post then transferred to the Service Manager for Housing Operations. The team leader previously responsible for the Assets Service left in June, and the functions of that post were integrated into the work of the Planned and Compliance Team Leader. These changes have improved the integration and efficiency of the delivery of the service, with all repairs functions now under the control of the one service manager, and better coordination of reactive and planned work. Although it was possible to recruit externally two qualified projects officers, responsibility for these public buildings has significantly added to workload of the service, which has resulted in other areas having to take lower priority.

8.2. The table below shows major works completed during the year.

Address	Start date	Date completed	Final cost (if known)
Alva Primary School Nursery and 3 Classroom Upgrades	May-17	May-18	£168,000
Park Primary School Refurbishment	May-17	May-18	£259,877
Banchory Primary School	Jul-17	Aug-17	£259,877
Park Primary School	Apr-16	Dec-17	£111,000
Clackmannan Primary Upgrade Phase 3	Apr-17	Apr-18	£400,899
Printworks and Shop Units at High St Clackmannan	Nov-17	Dec-17	£54,000
Tron Court Precinct Tullibody	Apr-16	Mar-18	Awaiting final account
Speirs Centre, Alloa	Mar-18	May-18	£15,000
Dollar Strathdevon	Jan-18	Mar-18	£8,500
Fishcross Primary School	Sep-16	Apr-18	£4,000
Kelliebank Yard	Apr-16	May-18	75% Complete
Forthbank	Apr-14	Feb-18	£51,000
Secondary Schools Support Building , Alloa	Sep-17	Dec-17	£23,905
CCTV Enhancements	Apr-17	Apr-18	£74,000
ABC Nursery	Mar-18	Ongoing	60% complete

Stock Condition Survey Programme

- 8.3. A condition survey has now been completed of all public buildings by external property surveyors Nifes. The results are still being validated, and a revised Property Asset Management Plan will be drafted early in the summer. The previous Plan was drafted in 2010 and covered the period to 2015, so the review is overdue. A five year programme of capital and revenue works is being prepared and costed. Various maintenance backlogs have been identified but particular priority will be required to be given to Health and Safety and Compliance requirements. A separate report has been instructed on the traveller site as this was missed from the Nifes survey. It is likely that the site will require investment to meet current required standards.

Fire Risk Assessments for Public Buildings

- 8.4. Fire Risk assessments were completed on all public buildings during the year, and the works programme is being scheduled. Where possible the internal workforce will complete these works but some will require specialist external contractors.
- 8.5. The programme of work prioritises the highest risk areas, such as Care Homes, School Buildings and Offices. The programme is scheduled to start in May and will be completed fully by November 2018. Completed works will be quality assessed to ensure compliance and suitability.

Procurement Update

- 8.6. A Facilities Maintenance contract previously was in place that covered most of the repairs to public buildings. When it ended in February 2018 the view was taken that this type of arrangement did not provide best value, and this was compounded by weak contract management arrangements. This had resulted in the significant overspend on this contract for 2016-17 which has already been reported to members. There are still various legal issues being resolved with the former supplier to agree the final account. Various arrangements with individual suppliers have been put in place since.
- 8.7. There was a backlog in the procurement of contracts and so the team has devoted considerable resources to establishing new relationships, and a Priority Procurement Plan has been established for the next 12 months identifying all contract requirements for Corporate Asset buildings. This will ensure compliance and cost control along with more robust contract management arrangements moving forward.
- 8.8. New Contract Arrangements Completed / in progress during year
- Scaffolding Term Contract 2017-2021
 - Consultancy Contract 2017-19
 - Window Replacement 2018-22
 - Supply of Kitchen Units 2018-22
 - Heating Maintenance and Gas Safety / Heating Replacement – 2018-2020
 - Supply of Kitchen Units 2018-19
 - Supply of Entrance Doors 2018-2022
 - Demolition Contract for Clackmannan 2017-18
 - Procurement Currently in Progress
 - Fencing Reactive Repairs 2018-2022 – returns due 28th of May 2018

- Safe Electrical Testing and Upgrade – Public Buildings 2018-22 – Tenders returned and currently being evaluated. Scheduled to be awarded June 2018.
- Legionella Risk Assessment , Testing and Remedial Works – 2018-22
- Property Consultancy Housing – 2018-22
- Safe Electrical Testing – HRA Domestic Stock 2018-22 – (advertised May 2018).
- Multi Trade Contract 2018-20 for Upgrades to Schools and Non Domestic Assets

Conclusion

- 8.9. In terms of Public Buildings and Corporate Assets, there is still extensive work and system re-design required within the overall management of reactive maintenance and regulatory compliance. Good progress has been made to date however there are many procurement matters to be concluded following the ending of the Facilities Maintenance Contract. The new Property Asset Management Plan will also identify a significant maintenance workload for the next five years.

9.0 Strategy and Community Safety

New Housing

- 9.1. In 2017/18, 76 new build and 11 off-the-shelf affordable homes were added to local affordable social supply of homes by the Council and its RSL partners.

Number	Address	Completion Date
16	Primrose Place, Alloa	May 2017
12	National Housing Trust (NHT) , Mid Market Rental, Coalsnaughton	May 2017
48	Alva Greener Homes	June 2017
6	Council Off the shelf purchases	March 2018
5	Ochil View Off the shelf purchases	March 2018
87		

- 9.2. The total Scottish Government affordable housing grant claimed during the year was £4.09M, exceeding the budget target and (£3.88M) and nearly £424k more than 2016/17.

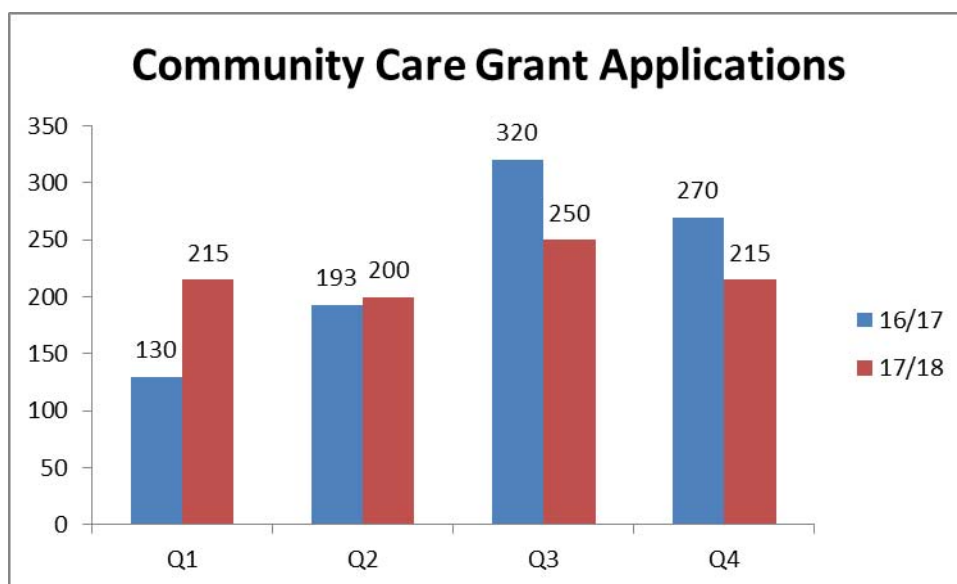
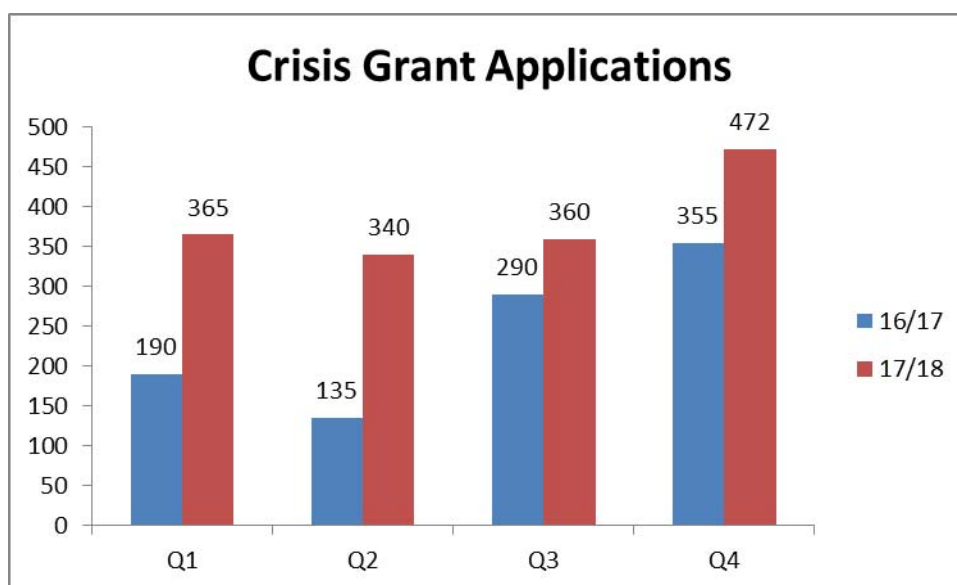
10.0 Scottish Welfare Fund

- 10.1. Clackmannanshire Council provides the local delivery of the Scottish Welfare Fund (SWF) on behalf of the Scottish Government. The fund aims to provide a safety net to people on low incomes through the provision of Crisis Grants and Community Care Grants.
- 10.2. **Crisis Grants:** These aim to help people on a low-income who are in crisis because of a disaster (such as a fire or a flood) or an emergency (such as where money has been lost or an unexpected expense has arisen).

10.3. **Community Care Grants:** These aim to help vulnerable people set up home or continue to live independently within their community. They are specifically aimed at:

- families under exceptional pressure
- people following a period of care or homelessness
- people continue to live independently where there's a risk of care or homelessness
- people meet additional costs associated with looking after someone on temporary release from prison or a young offenders' institution

10.4. The graphs below show the number of applications received by the Council over the last two financial years for assistance from the scheme.



10.5. As can be seen the volume of Crisis Grants applications has grown significantly during the last financial year. Crisis Grants are required to be processed by the Council within one working day, adding additional pressure on resources. Whilst further analysis would be required to fully understand the large increase the view of the staff involved is that Universal Credit is a significant factor.

11.0 Clackmannanshire Citizens Advice Bureau. (CAB)

11.1. Clackmannanshire Council provides funding for the core service provision of CAB. The funding allows CAB to provide a wide range of advice to members of the public, on matters such as debt, social security, housing, consumer issues, utilities etc. and enables the service to seek out and secure additional external funding to enhance and expand their provision.

11.2. CAB moved to new premises during the year resulting in an improvement in their interview facilities. They have also been successful in growing their volunteer base. CAB reports the following activity during the year 2017/18.

Clackmannanshire CAB	Total 2017/18	16/17
Total Number of individual clients recorded	6021	3269
Total Number of individual matters recorded	14922	
Welfare Benefits Advice		
Total number of clients seeking Benefits Advice	4369	
No. individual welfare benefits matters recorded	11164	
Total client financial gain (All)	£1,171,086	£735,752
clients seeking debt advice	1964	
clients seeking Employment Rights advice	341	
clients seeking Housing advice	308	
clients consumer issues advice	84	

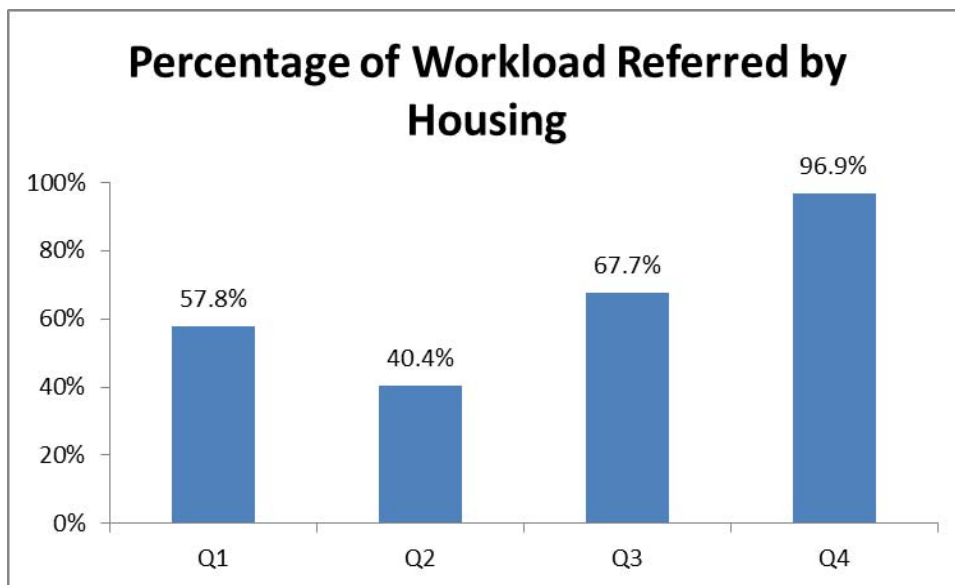
11.3. As can be seen from the table, this represents a significant increase in both clients seeking assistance (up 84%), and the total client financial gain (increased by 60%%), and CAB is to be congratulated for its work in coping with this increase in case load and helping local people obtain money to which they are entitled.

11.4. The CAB is also separately directly funded with £17K from the Housing Revenue Account to provide independent support and assistance to council tenants experiencing financial issues.

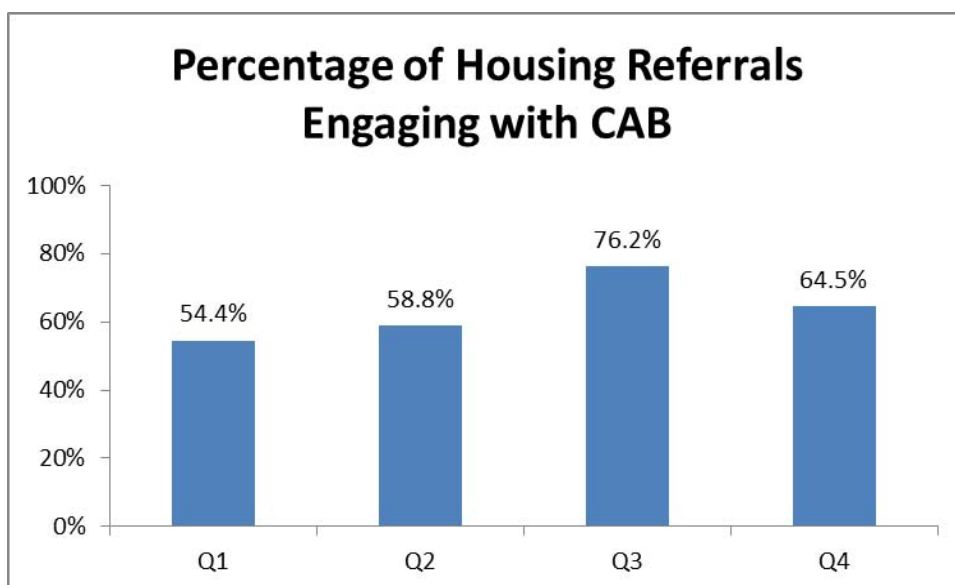
11.5. During the year 2017/18 the service provided advice to 143 tenants, all but two of whom were in arrears with their rent. Each client is given a benefit check and assisted to apply for all benefits they may be entitled to. Clients with multiple debts are assisted to take control of their finances, making arrangements to address debts based on their disposable income.

11.6. The result of this assistance has been an estimated total financial gain of £87,624 over the financial year. This is made up of unclaimed Housing Benefit, Pension Credit, Carers Allowance and Council Tax Reduction.

- 11.7. This means that the average cost per person of this service is £119, and achieves a client financial gain five times the amount invested in the service. As such is considered good value for the Housing Revenue Account compared with the cost of trying to provide such a service in house.
- 11.8. The source of the caseworker's workload has changed over the course of the year with the overwhelming majority now being direct referrals from Housing Officers. This is illustrated in the table below and is indicative of the work being undertaken by Housing Officers to ensure their tenants are supported to manage and retain their tenancies.



- 11.9. Additionally, the percentage of clients referred who chose to engage with the advice provided has, in general, increased over the year. This is illustrated in the table below and is in keeping with industry averages for engagement.



12.0 Multi Agency Tasking & Coordination (MATAC) group

- 12.1. The Council is a key member of the Multi Agency Tasking and Coordination (MATAC) group whose role is to address issues of anti-social behaviour and other community safety issues within Clackmannanshire. Comprising of Police Scotland, representatives from a number of Council services, the Scottish Fire & Rescue Service and a number of local landlords it seeks to coordinate activity so as to better respond to issues causing community concern.
- 12.2. The Council also continues to work in partnership with Police Scotland in the provision of CCTV within the Clackmannanshire area, and keeps the infrastructure and cameras operational. New maintenance arrangements are being put in place for this year to ensure this service continues.
- 12.3. The deployment and governance of the mobile cameras is overseen by MATAC. These cameras can be mounted upon lampposts and quickly moved to deal with issues as they present. Having been in operation for the last 12 months the cameras have proven to be a great success. They allow CCTV coverage of areas previously outwith the monitoring of the static cameras and provide greater flexibility to respond to issues of concern to communities.

13.0 Multi-Agency Public Protection Arrangements (MAPPA).

- 13.1. MAPPA is the process through which the Police, Council and other statutory services work together to manage the risks posed by violent and sexual offenders living in the community in order to protect the public.
- 13.2. The Housing Service continues to play a significant role in the MAPPA process ensuring the monitoring and identification of suitable, risk assessed, properties for those managed by MAPPA. This is a challenging task but the systems currently in place are well tested and robustly implemented at both a local and national level.

14.0 Others

Response rates to complaints, enquiries and FOIs

- 14.1. It is a priority for the service to respond to all complaints and enquires within the time limits wherever possible. As can be seen from the table below there were few instances when time limits were not met, and performance compares favourably with the council averages. It is however disappointing to note that the service failed to respond to two councillor enquiries within the time limits set out, and staff have been reminded of their obligations in this regard.

	Housing and community safety		Council	
	Number	% on time	Number	% on time
Complaints (stage 1+2)	49	100%	183	78%
Complaints stage 1	39	100%	157	76%
Complaints stage 2	10	100%	26	89%

Councillor enquiries	192	99%	614	89%
MP / MSP enquiries	74	100%	192	91%
FOIs	70	99%	1173	94%

Attendance Management.

- 14.2. The overall percentage of days lost as a result of absence increased compared with the previous year. However, the year on year comparison is not accurate given the transfer of staff into the service during the year.
- 14.3. It is clear that attendance across the service varies considerably, with some departments reporting excellent performance. However, considerable efforts have been made this year to replicate good practice across all parts of the service to support and manage people to attend for work. All senior staff were trained in the new policy and procedures. A full review of internal practices was completed, including raising awareness with staff about how attendance is managed.
- 14.4. As a result there were significant improvements in attendance across the service during the year, with the percentage of days lost falling to 4.65% in quarter four, compared with 8.80% for the second quarter of the year.

15.0 Sustainability Implications

- 15.1. The Clackmannanshire Housing Strategy is subject to a full Environmental Impact Assessment which will incorporate its principle priorities and actions.

16.0 Resource Implications

- 16.1. 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 ✓

- 16.2. Staffing

There are no additional staffing implications associated with this report.

17.0 Exempt Reports

- 17.1. Is this report exempt?

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

18.0 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)

19.0 Equalities Impact

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

20.0 Legality

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

21.0 Appendices

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

1. Performance Measures
2. HRA Capital Programme detail

Background Papers


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

Yes (please list the documents below) No

Author(s)

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Jennifer Queripel	Service Manager	2475
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Approved by




NAME	DESIGNATION	SIGNATURE
Ahsan Khan	Head of Service	
Nikki Bridle	Chief Executive	

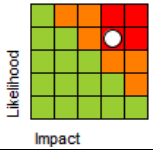









Housing and Community Safety Service Business Plan 2017-18: Year End Report

APPENDIX 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						
	<table border="0" style="width: 100%;"> <tr> <td style="text-align: center;"></td> <td>Rating 16 and above</td> </tr> <tr> <td style="text-align: center;"></td> <td>Rating 10 to 15</td> </tr> <tr> <td style="text-align: center;"></td> <td>Rating 9 and below</td> </tr> </table>		Rating 16 and above		Rating 10 to 15		Rating 9 and below
	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	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HCS CUS 003	% tenants satisfied with the management of the neighbourhood they live in	83%	90%	90%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Service Manager, Housing Management Operations
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.	36	55	33	35	Our performance on length of time to re-let voids this year has improved significantly, with the average length of time taken to re-let properties reducing to 33 days compared with 55 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)	363	495	424		Of the 424 properties let in the year, 5 properties were off the shelf purchases.	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%	35%	31%	32%	The rate of properties refused has reduced. 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 self-contained lettable stock	367	421	434		The number of properties becoming void during the year is slightly more than the number becoming void last year (421).	Tenancy Services Coordinator - Housing Options

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HMO ALL 071	The percentage of lettable dwellings that arose during the year (excluding new-build and off the shelf purchases) in self-contained lettable stock.	7.59%	8.75%	9.05%		There has been an increase in the number of properties becoming void in the year compared with the previous two years.	Tenancy Services Coordinator - Housing Options; Service Manager, Housing Management Operations
HMO TEM 074	% of factored owners satisfied with the factoring service they receive	69.23%	N/A	NA		No Factoring activity has taken place during the last year.	Team Leader - Business Management

2) Our communities are more cohesive and inclusive

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HMO HPI 005	The proportion of the council's housing stock meeting the Scottish Housing Quality Standard.	97.2%	97.3%	97.65%		<p>Out of our current stock of 4911 properties, 4796 meet the SHQS. 59 properties are in abeyance and 56 properties fail SHQS. There are 4 kitchens and 55 door entry systems that cannot be upgraded due to either tenant or private owners refusing the work, these have been reported as in abeyance.</p> <p>Of the properties failing SHQS, 6 properties fail due to defective wall fabric, 2 failures due to structural issues and 48 failures are due to</p>	Team Leader - Planned Works & Compliance

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						<p>SDES failures within an area earmarked for potential demolition/regeneration.</p> <p>Outside the properties earmarked for potential demolition located in Alva, the other SHQS Failures will be targeted as part of works planned for 2018/19.</p>	
HMO TEM 070	% of court actions initiated which resulted in eviction	11.25%	13.51%	14.5%		During the year 131 court actions were raised with 19 proceeding to eviction. 18 of these were due to rent arrears and 1 eviction was due to antisocial behaviour. Housing Officers continue to intervene as early as possible so that evicting someone is the last resort.	Team Leader Tenancy Services
RGN ACC 021	Avg weekly rent for Gypsy/Travellers pitch	£85.00	£85.00	£90.00		The weekly rent for a pitch at the Westhaugh site was £90.	Team Leader – Business Management
RGN ASN 002	% Satisfaction with management of Gypsy/Traveller site	28.57%	80.00%	100%		Surveys were completed by 8 residents of Westhaugh. 8 residents were either very or fairly satisfied with the management of the site.	Team Leader - Business Management

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		We are unable to complete the review as the revised Policy must take account of the guidance in relation to the legal framework issued by the Scottish Government. We were waiting for the final guidance to be out in April 2018	Service Manager, Housing Management Operations

Code	Description	Expected Outcome	Progress	Due Date	Completed Date	Latest Note	Lead
						with a date for the Statutory Instruments, it was anticipated there would be a year's lead in time for April 2019. This schedule appears to have slipped and at this point we are expecting the final Practice Guidance to be out in August 2018. Once we are in receipt of this it will require further consultation, however, we are able to build upon what has already been done. Once this is completed a report will be presented to Council.	
HCS SBP 080	Review the Local Housing Strategy	✓	<div style="border: 1px solid black; width: 50px; height: 15px; background-color: #ccccff; display: flex; align-items: center; justify-content: center;">95%</div>	31-Mar-2018		The LHS has been internally reviewed and has been submitted to the Scottish Government for formal peer review with the Scottish Government. It is also out for consultation on citizens space and has been circulated to partner organisations for comment. LHS will be updated following consultation and peer review comments and final version submitted to Council for approval.	Service Manager Strategy & Revenues

4) Our communities are safer

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HMO TEM 067	% of asb cases reported in the last year which were resolved within locally agreed targets	75.24%	59.09%	75.26%		190 asb cases were opened between 1st April 2017 and 31st March 2018. 150 of these were resolved on or before 31st March 2018. 7 of these cases were outwith the agreed target	Team Leader Tenancy Services

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						of 20 weeks. The remaining 40 cases are ongoing @ 31st March 2018.	

5) Vulnerable people and families are supported

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HMO TEM 056	Percentage of new tenancies sustained for more than a year, by applicants who have been assessed as statutory homeless (HP)	86%	80%	82%	85%	Of a total of 230 Homeless applicants housed in 2017/18, 41 tenancies ended within a year. The highest reasons for terminations were Abandonment (9) and Moving in with partner(4). 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	Team Leader Tenancy Services

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						visits, ensuring that we are concentrating our resources on only those who require extra help to maintain their tenancy.	
HMO ALL 043	Percentage lets to statutory homeless applicants	57 %	46 %	51 %	50 %	With 51% of lets up to the end of the year 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 year	83%	96%	85%		This indicator combines major and minor adaptations. A total of 302 applications were received during the year with 258 being completed.	Team Leader - Planned Works & Compliance
HMO HPI 042	Average time to complete medical adaptation applications	27 days	31 days	26 days	28 days	There has been a marked improvement in the average time taken to complete medical adaptations in the year.	Team Leader - Planned Works & Compliance
HMO TEM 054	Percentage of new tenancies sustained for more than a year, by existing tenants - Transfer (TR)	92%	95%	94%	94%	Tenancy sustainment level for transfer applicants is slightly less compared with last year. Of the 72 transfer applicants 4 tenancies ended within a year. Of these 4 terminations, one tenant moved to permanent care, and one tenant is deceased. The other 2 terminations were for positive reasons, and the feedback received from the tenants in relation to the service they received and their tenancies in general was positive.	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	89%	84%	89%	85%	The % of Waiting List lets sustained has increased compared with last year. Of a total of 193 waiting list applicants, 21 tenancies ended within	Service Manager, Housing Management

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						a year.	Operations; Team Leader Tenancy Services
HMO TEM 060	Percentage of new tenancies sustained for more than a year, let source by other reason - O	N/A	N/A	N/A		There were no lets in this category.	Team Leader Tenancy Services
RGN AOR 001	% of households requiring TA to whom an offer was made	100	99.77%	99.86%		As a Local Authority, we are required to offer all homeless applicants who need it, temporary accommodation. 1 person was not offered temporary accommodation because the provider of the only accommodation available (B&B) refused to accept the applicant due to previous conduct in the establishment.	Team Leader Tenancy Services
RGN AOR 002	% of TA offers refused - Total	2.08%	8.37%	27.25%		The results for previous years are 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 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.	Team Leader Tenancy Services
RGN ASN	% Satisfaction with standard of	79%	90%	80%	93%	Satisfaction levels with temporary	Team Leader

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
001	Homeless Temporary Accommodation					accommodation have dropped during 2017/18. We are currently reviewing our approach to seeking feedback on the standard of temporary accommodation to find out reasons for dissatisfaction and to identify if this refers to specific temporary accommodation units.	Tenancy Services
RGN ATA 201	Avg no of weeks stay in Homeless TA (exiting TA) - LA ordinary dwelling	14.20 weeks	11.27 weeks	15.20 weeks		This indicator measures the time spent in temporary accommodation by those who leave it during the year. A number of factors are involved in reasons for length of stay in temporary accommodation, for example, some homeless applicants have specific needs that cannot be met by the stock that becomes available for permanent let, therefore they have to remain in temp accommodation until a suitable property becomes available.	Team Leader Tenancy Services
RGN ATA 202	Avg no of weeks stay in Homeless TA (exiting TA) - Housing Association/ RSL Dwelling	0.00 weeks	0.00 weeks	0.00 weeks		This type of temporary accommodation is no longer used by Clackmannanshire Council.	Team Leader Tenancy Services
RGN ATA 206	Avg no of weeks stay in Homeless TA (exiting TA) - Bed & Breakfast	5.03 weeks	4.26 weeks	0.00 weeks		We no longer use rooms in B&B.	Team Leader Tenancy Services
RGN ATA 208	Avg no of weeks stay in Homeless TA (exiting TA) - Private Sector Lease	126.00 weeks	40.14 weeks	0.00 weeks		We no longer have any households using Private Sector leased properties as Temporary Accommodation.	Team Leader Tenancy Services
RGN ATA 209	Avg no of week stay in Homeless TA (exiting TA) - other arranged by LA	DIV/0	5.42 weeks	4.69 weeks		We use dispersed accommodation owned by the bed and breakfast proprietor instead of rooms in the B&B.	Team Leader Tenancy Services

8) The environment is protected and enhanced for all

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
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%	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%	71.69%	100.00%	<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>Key completed upgrades are as follows</p> <ul style="list-style-type: none"> • 420 Heating Systems Upgraded • 408 Properties have had window replacement with Energy Efficient replacement windows • 57 Non-Traditionally built properties in Clackmannan, Alloa, Sauchie, Tillicoultry and Alva have been completed. The scope of works includes 	Team Leader - Planned Works & Compliance

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						<p>external thermal wall insulation, re-rendering and additional loft insulation</p> <p>There has been steady progress in meeting our EESSH Targets and many of our current failures have been previous refusals within our Heating Replacement Programme.</p>	

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

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
HCS AB2 GOV	% Sickness absence (Housing & Community Safety)	5.29%	5.94%	6.47%	5.00%	Not possible to compare year on year performance due to transfer in of the staff from the Assets team. The trend during the year was downwards, with the Q4 figures 4.65% demonstrating progress.	Head of Housing & Community Safety
HCS CUS 001	% tenants satisfied with the overall service provided by their landlord	90.94%	94.23%	94.23%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Team Leader - Business Management
HCS CUS 002	% tenants satisfied with the opportunities given to them to participate in their landlord's decision-making process	79.23%	89.12%	89.12%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Team Leader - Business Management
HCS CUS	Percentage of tenants who feel	81%	92%	92%		The data from this indicator is from the	Team Leader -

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
004	their landlord is good at keeping them informed about their services and decisions.					Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Business Management
HCS CUS 007	Percentage of tenants who feel the rent for their property represents good value for money	79.89%	93.23%	93.23%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Team Leader - Business Management
HCS CUS 015	Percentage of FOI requests dealt with within timescale by Housing and Community Safety	100%	99%	99%	100%	Of the 269 FOI enquiries by the service, 267 were replied to within the prescribed timescale.	Head of Housing & Community Safety; Service Managers
HCS CUS 016	Percentage of Councillor enquiries dealt within timescale	100%	100%	99%	100%	Out of the 198 Councillor enquiries received by the Service, 196 were responded to within timescale.	Head of Housing & Community Safety; Service Managers
HCS CUS 048	The percentage of new tenants satisfied with the standard of their home when moving in	94%	97%	97%		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	85%	98%	99.61%		516 tenants answered the question. 502 very satisfied 12 Fairly satisfied 2 neither satisfied or dissatisfied 0 fairly dissatisfied 0 very dissatisfied	Team Leader - Repairs
HCS CUS 050	Percentage of first stage complaints to Housing and Community Safety (inc Revs)	100%	100%	100%		44 first stage complaints were received by the service to the end of the year. Performance remains consistent with	Head of Housing & Community

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
	responded to in full					all complaints being responded to in full.	Safety; Service Managers
HCS CUS 051	Percentage of first stage complaints to Housing and Community Safety (inc Revs) responded to in full within SPSO timescale	100%	100%	97.73%		44 first stage complaints were received by the service to the end of the year. 1 complaint was not responded to in full within the SPSO timescale.	Head of Housing & Community Safety; Service Managers
HCS CUS 052	Percentage of first stage complaints to Housing and Community Safety (inc Revs) Upheld	52%	45%	32%		14 out of the 44 complaints received were upheld or partially upheld. The service continues to complete "lessons learned" for each complaint upheld.	Head of Housing & Community Safety; Service Managers
HCS CUS 053	Percentage of second stage complaints to Housing and Community Safety (inc Revs) responded	100%	100%	100%		10 second stage complaints were received by the service to the end of the year. Performance remains consistent with all complaints being responded to.	Head of Housing & Community Safety; Service Managers
HCS CUS 054	Percentage of second stage complaints to Housing and Community Safety (inc Revs) responded within SPSO timescale	100%	100%	100%		10 second stage complaints were received by the service to the end of the year. Performance remains consistent with all complaints being responded to within the SPSO timescale.	Head of Housing & Community Safety; Service Managers
HCS CUS 055	Percentage of second stage complaints to Housing and Community Safety (inc Revs) upheld	60%	42%	30%		There has been a reduction in the % of 2nd stage complaints upheld compared with the previous year. 3 complaints out of the 10 received were upheld.	Head of Housing & Community Safety; Service Managers
HMO ALL 035	% of rent due lost through properties being empty during the last year	0.61%	1.45%	0.99%	0.90%	The % of rent lost due to properties being empty has reduced. This is due to the improvements implemented by staff to reduce the time taken to carry out repairs and match the property to a	Tenancy Services Coordinator - Housing Options; Team

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
						suitable applicant.	Leader Tenancy Services
HMO ALL 072	% of existing tenants satisfied with the quality of their home	88%	89%	89%		The data from this indicator is from the Tenant Satisfaction Survey 2016. The results are very positive and will be reported to the Scottish Housing Regulator in May 2018.	Team Leader - Business Management
HMO HPI 001	% Properties with Current Gas Safety Certificate	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	2.01	2.21	3.34	8	We aim to respond to emergency repairs within 8 hours in line with the Repairs Policy. There were 6587 emergency repairs, which is 34.21% of the total of 19,253	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	5.94	7.11	4.14		There has been a significant improvement in the average time taken to complete non emergency repairs. This is as a direct result of the improvements we have made to our processes. There were 12,666 non emergency repairs, which is 65.79% of the total of 19.253.	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	93.5%	95.2%	97.7%		As above, we have improved the right first time percentage.	Team Leader - Repairs


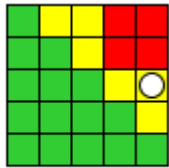
Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
	completed						
HMO PRO 008	Percentage of repairs appointments kept (i) Do you operate a repairs appointment system Y/N? (ii) Number of reactive repairs appointments made int the last year (ii) The number of appointments kept in the last year	99.91%	98.67%	94.44%		Performance on %of repair appointments kept has dipped. Some appointments had to be rescheduled as resources were redirected to tackle priority repairs work due to frozen and burst pipes and the resulting damage to properties during the periods of bad weather in December through to March.	Team Leader - Repairs
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)	99.07%	98.82%	97.83%		97.83% of rent due has been collected in 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	7.95%	8.39%	9.06%		This figure has increased in the year. Universal Credit is having an adverse affect on our ability to recover rent arrears. Clackmannanshire is now a full service area, meaning there has been an increase of UC cases of 83% since year end of 2016/17 (totalling 611 cases). The arrears total of cases who claim UC is £455,914.35. From a sample of UC cases we found that 48% of UC cases were not in arrears before claiming UC.	Team Leader Tenancy Services
HMO TEM 071	Average annual management fee per factored property	2.33	25.74	NA		No factoring work has been carried out during the year.	Team Leader - Business Management


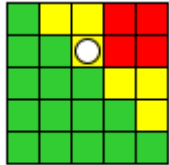
Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£19.55	£6.05	TBC		The cost of collecting CTAX is not produced until later in the Summer once guidance has been received.	Service Manager Strategy & Revenues
RAP CTA 007	NDR in year collection rate	98.15%	97.09%	95.76%		Collection of NDR dipped again in 2017/18, with performance in-line with when the last rates revaluation took place. During the course of the year the team also reviewed reliefs being provided to rate payers. This caused increased workload for the team dealing with additional queries from ratepayers and a number of reliefs have now been ended. As current rates legislation means that current year recovery can't begin until October of the billing year – recovery action for 2017/18 is continuing with additional warrants being sent to our recovery agents to use their powers to increase the collection.	Service Manager Strategy & Revenues
RAP CTA 011	Sundry debt in year collection	73.84%	86.80%	83.99%		Collection of sundry debts for 2017/18 was 10% percent higher than for 2015/16, last year the system reporting was in its infancy and we suspect last years collection rate to be sighted overstated.	Service Manager Strategy & Revenues
RAP CTA 019	Debt collection rates > 90 days	43.10%	65.00%	56%		Debt over 90 days old has decreased from 65% of all debt to 56%, with further systems improvements and engagements with services this measure should drop further.	Service Manager Strategy & Revenues
RAP CTA	Council tax collected within year	95.8%	95.9%	96.14%		The Year End Council Tax Collection	Service


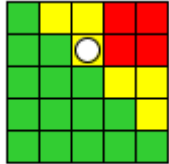
Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
01a	(excluding reliefs & rebates)					rate for 2017/18 was 96.14%, that was a 0.29% increase on 2016-17 (95.85%), and represents another record collection in-year for the council.	Manager Strategy & Revenues
RAP CTA 020	Number days taken on average to process new benefits claims	34	23	24		The Council went to a full UC service in June 2018 for housing costs assistance thus limiting the amount of new claims received and making those received sometimes more complicated. Although performance dipped by a day, it is in-line with historical best performance achieved by the Council.	Service Manager Strategy & Revenues
RAP CTA 021	Number of days taken on average to process changes to benefits claims	14	5	4		Improved performance in respect of housing benefit changes has continued to be sustained, ensuring tenants and customers are getting the correct level of assistance.	Service Manager Strategy & Revenues
RAP CTA 022	Percentage of applications to Local Social Fund processed within 24 hours (Crisis grants)	100%	84%	99.82%	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 feel doesn't accurately reflect the customer's experience. Staff resource is prioritised on dealing with those in a crisis, whilst leaving administration (where the Govt statistics are drawn from) to points when demand lessens.	Service Manager Strategy & Revenues
RAP CTA	Percentage of applications to Local	100%	93%	99.77%	100%	These figures are based on our local	Service

Code	Description	2015/16	2016/17	2017/18		Latest Note	Lead
		Value	Value	Value	Target		
023	Social Fund processed within 15 working days (Community Care grants)					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 feel doesn't accurately reflect the customer's experience.	Manager Strategy & Revenues

Code	Description	Expected Outcome	Progress	Due Date	Completed Date	Latest Note	Lead
HCS SBP 075	Review the HRA Financial Business Plan	✓	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Dec-2017	23-Feb-2018	The HRA Financial Business Plan 2018-2023 has been completed and was accepted by Council.	Team Leader - Business Management
HCS SBP 076	Implement the integrated Housing IT system	✓	<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px; width: 20%;"></div></div> 20%	31-Mar-2018		The implementation of the project has slowed due to a resourcing issue with Technology One. As a result consideration is being given to changing supplier.	Team Leader - Business Management
HCS SBP 081	Complete the Asset Management Plan 2018-2023	✓	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2018		Stock condition is complete and indicative costs identified.	Service Manager, Housing Management Operations

ID & Title	HCS SBP 001 Resources Reduce Below Manageable Levels	Approach	Treat	Status		Managed By	Head of Housing & Community Safety	Current Rating	15
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.								
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.								
Related Actions	Review the HRA Financial Business Plan			Internal Controls	Interim Workforce Strategy				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.								

ID & Title	HCS SBP 002	Loss of Staff Knowledge, Skills and / or Goodwill	Approach	Treat	Status		Managed By	Service Manager, Housing Management Operations	Current Rating	12
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.									
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.									
Related Actions	Training records collated for full service and training plan established.				Internal Controls	Information Management Strategy				
	Continue assessment of demand and current resource and skill base to address gaps.									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 003	Strategies Do Not Provide Clear, Deliverable Direction	Approach	Treat	Status		Managed By	Team Leader - Business Management	Current Rating	12
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.									
Related Actions	Redesign Estate management service to focus on customer priorities.				Internal Controls	CMT & Committee Approval Process				
	Review the Local Housing Strategy									
	Complete the Asset Management Plan 2018-2023									
	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 005	Missed Improvement Opportunities	Approach	Tolerate	Status	✓	Managed By	Service Manager Strategy & Revenues	Current Rating	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.									
Related Actions	Review the HRA Financial Business Plan				Internal Controls	Making Clackmannanshire Better Programme				
					Internal Controls	Vanguard Principles & Techniques				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 004	Focus on Transformation Rather Than Need	Approach	Tolerate	Status	✓	Managed By	Head of Housing & Community Safety	Current Rating	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.									
Related Actions	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.				Internal Controls	Vanguard Principles & Techniques				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 006	Lack Of Appropriate Governance or Scrutiny	Approach	Tolerate	Status	✓	Managed By	Team Leader - Business Management	Current Rating	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.									
Related Actions	Housing Officers use the MCB improvement budget in consultation with local communities to maximise its impact.				Internal Controls	Governance & Audit Processes CMT & Committee Approval Process				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 007	Strategies Do Not Meet Local / Corporate / National Needs	Approach	Tolerate	Status	✓	Managed By	Team Leader - Business Management	Current Rating	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.									
Related Actions	Review the Housing Allocation Policy Review the Local Housing Strategy Complete the Asset Management Plan 2018-2023				Internal Controls	CMT & Committee Approval Process				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

HRA Capital Programme & SHQS/ESSH Update – May 2018

Achievements

In the last financial year around £6M was invested in key projects to further improve the condition of the council housing stock. This builds on previous investment and continues to sustain and consolidate compliance with the Scottish Housing Quality Standard (SHQS) and to achieve the new Energy Efficiency Standard for Social Housing (ESSH) by the May 2020 deadline.

During the year the following works were completed.

Project	Number of Houses Completed
Bathroom Replacement	10 Homes
Refurbishment of 8 Rankine Wynd Tullibody	Full Disabled adaptation to meet families needs
Kitchen Replacement -	156 Houses Completed
Major Adaptations -	35 Property Adaptations to sustain tenants within their homes.
Damp Rot Eradication	45 jobs completed
Front Door Replacements / Porch Replacements	10 Homes completed
Central Heating Programme	420 homes upgraded with new central heating system with "A" Rated combi boilers.
Safe Electrical Upgrades	103 homes re-wired with a further 442 fully tested and brought up to modern standards
Houses with Roof and Wall Replacement	83 properties with both measures undertaken
Roof Replacement	32 roof replacement only
Roughcast /Cladding Replacement	41 external wall fabric upgrade
Secure Door Entry Upgrade	46 properties benefit from upgrade across 8 common blocks
Fencing Replacement	103 properties complete – front and rear garden fences upgraded
Asbestos Testing	88 asbestos surveys undertaken
Asbestos Removal Works	137 asbestos removals undertaken
External Thermal Wall Upgrading Programme to our Non-Traditionally Built Housing Stock	11 non-traditionally built homes have been upgraded to meet ESSH. A further 57 will be completed before June 2018
Stock Condition Surveys	418 homes surveyed
Refurbishment to newly Purchased Properties.	6 properties upgraded to SHQS
Window Replacement Programme	408 Homes completed

Overall Scottish Housing Quality Standard Position – May 2018

Using the charter methodology for assessment of SHQS, the council is currently **97.65%** compliant. Reported failures and abeyances are as follows –

Failures

- **Free From Disrepair** - A total of 8 properties fail the SHQS Section B "Free from Disrepair" criteria as at the 31st of March 2018

These are 6 flats in Alloa Town centre failing due to defective wall fabric. This is due to it being in excess of 20% failure of wall fabric. The Council is in minority ownership within these blocks and the agreement of sharing common owners is required to agree the works. A further two were the result of structural issues with an access walkway at Tullibody Road, and this is being progressed.

- **Health Safe and Secure** – A total of 48 properties are currently failing due to defective secure door entry systems to common flat entrances within Tillicoultry High Street and within Westercroft Flats in Alva South.

Abeyances Reported to the Scottish Government

These are recorded to the Scottish Housing Regulator where it has not been possible to carry out planned upgrades due to tenant refusals and failure to gain agreement from sharing private owners.

- **Kitchen Replacements** – 4 kitchens due to physical size and layout
- **Secure Door Entry Replacements** – There are 55 Council properties within 31 shared common blocks that require a secure door entry upgrade. This work has not been completed due to the failure to secure agreement with sharing owners with often the council in minority ownership. A new Secure Door Entry and Common area upgrade contract has been agreed and further attempts will be made to secure agreement before further action is considered.

SHQS Compliance as at May 2018 – Properties Meeting The Standard

SHQS	Number of Properties failing	Percentage Compliant
Tolerable Standard	0	100%
Free From Serious Disrepair	8	99.8%
Energy Efficiency	0	100%
Modern Facilities & Services	4	99.92%
Health, Safe & Secure	103	97.91%

Energy Efficiency Standard for Social Housing (ESSH) - Progress in 2017/18

The Energy Efficiency Standard for Social Housing (ESSH) was launched by the Scottish Government in March 2014. This is a new energy efficiency rating for all Social Housing to be achieved by May 2020. It aims to encourage landlords to improve the energy efficiency of

its housing stock. This is an enhancement of the previous Scottish Housing Quality Standard element 35.

As at May 2018 Clackmannanshire Council is **71.69 %**compliant with the EESSH standard. Good progress has been made during the year with a further External Wall Insulation programme tackling non-traditionally built homes (Cruden) within Clackmannan, Sauchie, Alva, Tillicoultry and Alloa scheduled to complete by the 30th of June 2018. Current failures are mainly due to our remaining non-traditionally built housing stock still to be upgraded within Alva and previous central heating refusals within our programme, coal and electrically central heated properties and housing with older heating systems replaced prior to 2006.

Good progress was also made with the window replacement and central heating upgrade programmes.

HRA Capital Programme End of Year Update

1. SHQS Modern Facilities & Services

All upgrade works, including bathroom and kitchen replacement, within this category are now carried out by in house trades. By developing the workforce to complete this work there are benefits for volume and quality control, so benefiting customers.

In 2017/18 a 20 year rolling kitchen replacement programme commenced in July 2017 and completed 156 homes. The business plan sets out a further 250 homes each year to benefit from kitchen replacement. This will ensure ongoing SHQS compliance. Previously kitchens were replaced at 25 year cycles, so this is an enhanced standard.

Kitchen design and choices were agreed with the Clackmannanshire Tenants' and Residents' Federation and so far these have proven to be very popular.



The bathroom replacement programme concluded in 2016. In 2017/18 a total of 10 bathrooms were replaced where there has been previous refusals. All previous refusals are being completed on tenancy turnover, or programmed on request.

Major Adaptations Works

This year a total of 35 house adaptations were carried out within our housing stock carrying out key work ensuring that tenants can remain within their homes. The design and upgrade of this programme was carried out by in-house staff. The programme continues to be provided on a request as need basis aimed at sustaining tenancies and meeting tenants specific needs. Feedback following this change has been very positive.

2. SHQS Structural & Upgrading Works

Roof and External Wall Upgrade Programme 2015-19

As a result of stock condition surveys and referrals from reactive maintenance, the following works were completed:-

- Roof and Wall Upgrade – 83 properties
- Roof Replacement only – 32 properties
- Roughcast Cladding – 41 properties

The scope of works for roofing upgrade included the renewal of rainwater goods with rainwater gutter protection brushes. These have been installed on the back of a successful pilot carried out. These brushes have now been rolled out across all roofing installations reducing future maintenance dependency and cyclical costs. On-going maintenance is reduced further with installation of UPVC eaves soffit and fascia's boards replacing the previous timber finish.

The external roof upgrades uses high quality roof cladding materials, and the wall render upgrade utilised modern polymer render systems. This has provided not only an aesthetically pleasing finish to some of our most tired and aged stock but also protects the integrity of the underlying building structure ensuring maximum longevity in pro-longing the lifespan of the domestic housing stock.

There has been a notable aesthetic difference following the works carried out within Bowmar in Alloa, Tillicoultry North and Sauchie.

The ongoing Stock Condition Survey programme will be assessing 500 properties each year to build on the existing information held.

Recently completed roof and wall upgrades: Jamieson Gardens in Tillicoultry



Jamieson Gardens, Tillicoultry – Roof and Render upgrade



Jamieson Gardens, Tillicoultry – Roof and Render upgrade

Window Replacement Programme – 2017-18

408 properties benefited from the Window Replacement programme. The window upgrades include energy saving reflective glass, delivering savings to tenants, and further enhancing the performance of our stock towards meeting the EESSH target.

Damp Rot Term Contract 2015-19

A long term contract was established with MAB Preservations from Grangemouth. This has delivered a significant saving on a comparison with previous years' expenditure, and has resolved some long term issues. A total of 45 jobs were carried out during the year.

3. SHQS Healthy Safe & Secure

Secure Door Entry Replacement Programme

A total of 46 properties have benefited from installation of new Secure Door Entry Systems completed across 8 common blocks within 2017-18.

The 4 year upgrade programme will continue to upgrade common close entry systems up to 2020.

The completed work greatly enhances the overall condition and security of the common areas of flats and in turn, should ensure easier management and maintenance for tenants and owners.

In house electricians have undertaken training on the maintenance of the new entry systems to ensure easier future servicing to prolong the lifespan of the upgrades.

Door Entry Systems upgrade. Branshill Park, Sauchie



Branshill Park, Before



Branshill Park, After

Safe Electrical Rewire Programme 2014-18

A total of 204 electrical re-wires were completed with a further 411 homes fully tested and brought up to the modern electrical standards in 2017-8. Customer satisfaction from this programme has been excellent for intrusive work, with 95% customer satisfaction rating.

The electrical rewire programme is now informed by results from testing. This means many of properties can meet the modern standards through partial upgrade, as opposed to full rewire. This is achieving significant savings which have been used to upgrade to hardwired smoke detection. There will also be a focus in future programmes on the new standard to be introduced for interlinked smoke and heat alarms.

Fencing Renewal Programme- 2015-19

A four year fencing contract with A & B Reid Fencing was established in 2016.

Local Housing Officers continued to engage with communities to identify priority areas for upgrading. Year 2 of the contract saw upgrades to 103 properties mainly in Clackmannan and Alloa. Feedback from tenants has been very positive. Enhancing gardens and common areas also assists management, whilst increasing security.

The upgrade specification includes items such as galvanised steel posts to ensure durability and longevity and reduce ongoing maintenance requirements.

Garden fencing upgrades, Clackmannan



4. SHQS Energy Efficiency

Central Heating Replacement Programme

The central heating replacement contract agreed with PH Jones is making good progress with a total of 420 new central heating systems fitted during 2017-18. The specification for this includes a full heating upgrade with an "A" Rated SEDBUK boiler.

Replacement heating systems have seen significant improvements in some properties' Energy Performance Certificate (EPC) ratings. At the Orchard, Branshill Park, Craigview and Lochbrae EPC ratings increase from 49 (E) to 72 (C). The predicted energy cost savings for tenants is £550 per year.

Customer satisfaction for this programme is 97%

Upgrade to Non-Traditional Housing Stock

Since 2013, over 950 non traditionally built homes have been upgraded with modern external thermal wall insulation both council and private housing stock within Clackmannanshire. This has been secured through Scottish Government grant assistance, and significant Housing Revenue Account funding.

This has revitalised housing stock across Clackmannanshire, reducing energy costs and fuel poverty, improving the aesthetics of many areas, and supporting local employment. Areas such as Devonway & Mary Place in Clackmannan, Carseview in Tullibody and Bowmar

Alloa have been transformed. This in turn has strengthened our overall position in compliance with the EESSH standard.

During the year a further 45 non-traditionally built properties (Cruden Steel) were upgraded with external thermal wall insulation and cladding. As well as greatly improving the appearance this work greatly improves the energy efficiency of the houses and increases their longevity. Works were carried out in :-

- Clackmannan – Port Street Bruce Street
- Alva – Ochilview
- Sauchie – Fairfield and Meadow Green
- Alloa – Hawkhill
- Tillicoultry – Church Grove

Private owners within the above areas also had upgrade works undertaken grant subsidised through the Scottish Government's Home Energy Efficiency Programme (HEEPS) programme. This has seen a transformation in previous tired inefficient stock and has contributed to the improved EESSH score.





Off the Shelf Purchase.

Six properties were acquired on the open market and these were upgraded to meet both the SHQS and EESSH standards prior to re-letting.

Rolling Stock Conditions Survey

September 2017 saw the start of a new rolling stock condition survey. To date over 400 properties have been surveyed. The intention is to survey 500 properties (10% of the total) per year. This will eliminate the need for future expensive one off surveys completed by private consultants.

Report to: Scrutiny Committee

Date of Meeting: 14th June 2018

Subject: Resources & Governance Annual Performance Report

Report by: Head of Resources & Governance

1.0 Purpose

- 1.1. The report highlights service activity, achievements and performance between 1st April 2017 and 31st March 2018.

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. Resources & Governance exists to ensure that financial resources, people management, IT systems and governance processes are aligned to the strategic aims of the organisation to facilitate the delivery of the Council's corporate priorities in a legally compliant, cost effective and efficient way. The service also provides support across all of its functions to the IJB and VJB.

3.2. Human Resources

Health and Safety

Regular reports on progress on the G&B Action Plan are being submitted to CMT and Tripartite and a newly established H&S Committee. A formal audit programme is underway. The team are developing a programme of training to ensure that staff understand their H&S responsibilities.

The Council Policy was agreed in May 2018. The Risk Assessment Policy, Construction (Design & Management) Policy, Consultation with Safety Representatives Arrangements and Premises Duty Holder Guidance have all been agreed. Safety Talk scripts have been prepared. Work is continuing to ensure all other H&S policies are reviewed and developed.

There were approximately 2450 reported accidents (455 staff 1995 non-staff) of which 23 were reportable under RIDDOR (13 staff and 10 non-staff).

HR Admin

Significant work has been undertaken automating HR processes. This includes, for example, online recruitment shortlisting, reviewing HR templates, updating online application packs, and an on line leavers process.

Payroll and iTrent System

Continued improvements have led to streamlining ensuring more accuracy of gross to net pay. Payroll reconciliation to Tech One costings ensures Third Party payments are certified prior to sign off. The Council's HR/Payroll System has been successfully migrated to the Cloud. Further automation is ongoing including the PRD process and substantial improvements have been seen in the quality and timing of the annual pensions return.

Organisational (OD) and Learning (LD) Development

Nearly 5k E-Learning courses were completed up from 2k in 2016/17. The average learner hours has also increased over the period, with users spending an average of 4.42hrs on the system. Additional content has been added in areas such as IT, health and wellbeing, and management of stress.

A total of 44 face to face training sessions were undertaken covering a range of HR, soft skills, and management topics. OD provided support to senior management through engagement events regarding the Organisational Redesign.

HR Business Partner

Capability, Disciplinary, Maximising Attendance and Recruitment and Selection policies have been approved by Council and Casual Workers (Relief), PVG, Overseas Criminal Checks, Flexible Retirement and Family Friendly Policies (maternity, paternity, shared parental leave etc) are finalised and agreed.

Formal disciplinary, capability and grievance cases have been on-going, with 115 concluded and 46 in progress. 30 employees have left on grounds of Voluntary Redundancy and 17 under Voluntary Severance. In total, 72 VS and 65 VR applications/ cases were processed.

3.3 Legal and Democratic Services

This has been a year of transition for the legal services team which has resulted in some challenges but it also the opportunity for fresh thinking.

Case information is improving and work on developing performance measures is ongoing.

The team has focussed on improvement including working with Housing to improve the process of eviction and rent arrears, Social Work on child protection training and applying a more commercial focus to the management of assets through the terms of the leases. Two significant legal cases concluded and there are no other long-running cases which are being managed by firms of external solicitors.

Committee

The Committee team has supported the work which underpins the new Committee structure making changes to the draft Scheme of Delegation and Standing Orders. The budget process resulted in improvements being made to the petition process.

Democracy

A snap general election was announced and was successfully managed in June of 2017. Local Council elections were staged in May with a further by-election staged in March 2018 despite extreme weather at that time.

The team has led on GDPR implementation in anticipation of the change in the law on 25 May 2018.

3.4 Information Technology

Security

The Council has not been significantly affected by any of the large cyber attacks. There have been various smaller attacks which have been successfully managed. The annual Security Health Check was carried out which involves external security experts trying to find vulnerabilities in Council systems. On average Council security systems stop around 500k malicious emails each month

Business Continuity

ICT systems were available throughout severe weather incidents. New email systems for Emergency Planning were very successful in helping manage the situation.

Generator power has been extended and has been live tested twice due to power cuts. On both occasions servers continued to run and network links stayed active. Backup systems have been reconfigured to restore systems more reliably. Historical issues with cooling and power to the data centre in Kilncraigs have been resolved.

Infrastructure Upgrades

Reliability of ICT systems has improved and systems have generally been stable with limited unplanned downtime.

A large number of older servers running Windows Server 2003 Operating System were retired as they are no longer supported. This involves upgrading all of the business software which runs on them. High speed Wi-Fi and Guest Wi-Fi has been installed in Kilncraigs and other council buildings.

Superfast Broadband

The roll out the Digital Scotland Superfast Broadband programme has been successful in Clackmannanshire with fibre availability likely to be in excess of 99% once completed.

Schools

Video teaching facilities were introduced in the three secondary schools .

Server and storage infrastructure has been modernised which will enable more flexible uses of technology.

New firewalls were installed to keep schools protected and a new web filtering system was commissioned

Other work carried out in schools includes:

- Upgrading all schools to new Wi-Fi network . Guest Wi-Fi installed in all three high schools and old equipment replaced.
- Improved broadband installed in Strathdevon PS and Woodside
- Increased network bandwidth available to Hillfoots schools
- Completed the rollout of new laptops to primary schools

Contract Management

A review has taken place of all software spend that has improved decision making and budget management.

Other ICT Activity

Other key activities have included::

- A project has been initiated to replace Social Care systems
- 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
- Introduction of online order management in school kitchens

3.5 Accountancy

The 2016-17 Annual report and Accounts was completed. No qualifications were noted by the external auditors, Audit Scotland.

The treasury management function actively managed the Council's cash balances and received interest payments. The capital programme was overseen and the Council continues to pay down its capital balances. Continuous improvement of the new finance system has become a business as usual task. Training on budgeting was rolled out and new applications in regard to budget monitoring were implemented.

Accountants worked intensively with Services on budget proposals and forecasting to support the S95 Officer in the preparation of the 2018-19 budget. A new Budget Control Framework was introduced to support services in managing their finances.

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

Procurement

Services were supported in important and complex tendering included the first use of the innovative dynamic purchasing and system and close working with social work in regard to commissioning services. A public consultation of the procurement strategy was completed and a new strategy drafted.

3.6 Internal Audit

This was the pilot year of joint working arrangements with Falkirk Council. The arrangements have been successful and have been extended for a further 2 to 3 years

Seventeen main assignments were completed by Internal Audit during 2017/18. Sufficient Internal Audit work was undertaken to support a balanced opinion on the overall adequacy of the Council's control environment.

4.0 Performance

4.1. The Pentana Performance Report is at Appendix A

5.0 Financial Performance

5.1 Resources and Governance actual revenue expenditure was £5,499, 337 against an allocated budget of £5,900,459 which represents an underspend of £401,122 (6.8% of budget). The largest area of underspend was employee expenditure.

6.0 Governance Improvement Action Plan - Update

6.1 R&G senior management team met to prepare the Service's Statement of Internal Control highlighting the Service's internal controls and areas of weakness. Key risks are actively managed through the service's risk register at Appendix B

7.0 Progress in Delivering Planned Budget Savings in 2017/18

7.1 Savings related to unsocial hours have not progressed as agreement has proved impossible to reach with the Council Trade Union representatives and a revised package of savings relating to terms and conditions have been carried forward into 2018-19.

7.2 Savings from improved contract management or re-tendering tend to be attributed to the Service. Opportunities for improving contract management or reducing costs are evaluated as part of tenders and budget processes.

8.0 Achievements

Health and Safety

An Executive Health & Safety Committee has been established, chaired by the Chief Executive. This provides strategic oversight on health and safety management. An Operational Health & Safety Forum has also been revised to deal with more day to day health and safety issues.

Payroll

Scottish Public Pension Agency Compliance Visit was successful. The iTrent team met other Scottish Midland Users. The Council is well advanced with system build and automation in comparison to many other Councils.

Organisational (OD) and Learning (LD) Development

OD staff successfully bid for funding from the Scottish Government under the Flexible Workforce Development Fund for £10,000 to train staff in digital skills. An approach to use the funding to ensure a legacy for digital skills training within the Council gained plaudits. Training is now scheduled to be delivered throughout 2018/19 to 88 delegates.

Staff contributed to the Forth Valley Developing Young Workforce Initiative. In November R&G staff undertook mock interviews for Alloa Academy students

IT

A young person was supported into employment as part of the Council's Corporate Parenting scheme by providing work experience and mentoring.

9.0 Opportunities, Challenges and Risks

9.1 The risk register is at Appendix B

10.0 Sustainability Implications

10.1 None

11.0 Resource Implications

11.1 Financial Details

11.2 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

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

11.4 Staffing

12.0 Exempt Reports

12.1 Is this report exempt? No

13.0 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)

14.0 Equalities Impact

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

15.0 Legality

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

16.0 Appendices

16.1 Please list any appendices attached to this report. If there are no appendices, please state "none".
 Appendix A - Pentana performance report
 Appendix B – Risk Register
 Appendix C – HR Statistics

17.0 Background Papers

17.1 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




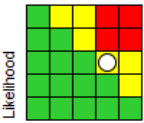













Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	
Nikki Bridle	Chief Executive (Acting)	

Resources and Governance

Business Plan 2017-18 Annual Report

Key to symbols used in this report

PIs		ACTIONS		RISKS				
Long Trend (Overall trend over longer term)		Status (Compares actual performance with target)		Status				
	Performance has improved		Alert		Completed			Rating 16 and above
	Performance has remained the same		Warning		In progress/Not started			Rating 10 to 15
	Performance has declined		OK		Check progress			Rating 9 and below
	No comparison available - May be new indicator or data not yet available		Unknown		Overdue	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.		
					Cancelled			

Resources & Governance Indicators







Code	KPI	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Status	Long Trend	Note	
ACC B01 RAG	Performance against phased budgeted spend - Resources and Governance	94.3%	98.9%	95.0%			R&G has underspent. Awaiting final detail from Accountancy	Stephen Coulter
GOV AUD 001	Percentage of Internal Audit plan completed	100%		100%				Gordon O'Connor
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.035%	0.015%	0.400 %			Figure represents on average an hour per month. Down on target largely because of a bad month in July 2017 with a number of outages and because we are recording availability in a more accurate way than previously.	John Munro
RAG HS3 GOV	Proportion of Resources & Governance Health and Safety Risk Assessments reviewed and up to date	95.0%	100.0%	100.0 %			R&G RAs are carried out collectively and managed through H&S Adviser	Stephen Coulter
RAG PPL 003	Percentage of Resources and Governance staff recorded as having completed a PRD	40.5%	42.0%	75.0%			IT and HR services are now fully compliant. Legal and Democracy has seen improvements from the mid-year point. Ongoing instability in senior management in Accountancy has led to non-compliance which will be addressed during 2018-19	Stephen Coulter

Corporate Indicators



Code	KPI	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Status	Long Trend	Note	
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	11.8	14.7	14.6				Chris Alliston
ALL FOI GOV	Percentage of Council Freedom of Information requests dealt with within timescale	91.1%	92.8%	93.3%				Annette McEnaney

COST REDUCING ACTIONS

1 Management Efficiencies





Code	ACTION	By When	Progress	Status	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; width: 60%;"></div></div> 60%		The Chief Accountant was working on methodology to try and establish a set of measures and actions to capture benefits. Currently in-service savings are attributed to the service delivering them so the remit needs to be more clearly scoped as part of a wider approach to change management.	Elaine McPherson
RAG 178 001	Reduction in mobile devices and contract rationalisation	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Work has been progressed on mobile technology rationalization, the use of data and contract management	Stephen Coulter
RAG 178 002	Reduction in corporate training budget	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Complete	Chris Alliston; Stephen Coulter
RAG 178 003	Savings from staff taking voluntary severance	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Voluntary Severance as a saving of £250k is a corporate indicator and the position in regard to VS savings in year is not yet established. R&G have promoted and processed VS applications as has been necessary and required of the Service working with Falkirk pensions as appropriate	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: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Flexi working options continue to be promoted by HR to support staff and reduce costs	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; width: 100%;"></div></div> 100%		Complete	Stephen Coulter

2 Policy Proposals


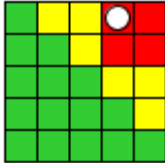
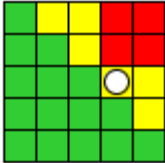

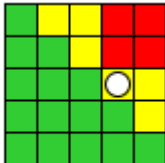
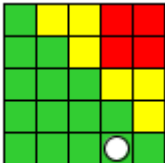

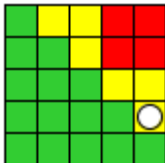
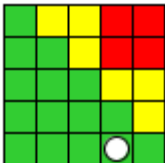
Code	ACTION	By When	Progress	Status	Latest Note	Lead
COU 178 019	Increase in charges levied by the Council for services it provides generate additional income.	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Complete	Nikki Bridle
MCB RAG 039	Remove unsocial hours allowances and buy	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Following approval of the 18/19 budget on 08/03/18 consultation is	Stephen

Code	ACTION	By When	Progress	Status	Latest Note	Lead
	out contractual elements at cost of £169k, retain night allowances for Social Work.				ongoing with unions in relation to agreeing changes to unsocial hours, overtime, death in service and long service awards. It is hoped that agreement can be sought however there is agreement within the budget for a dismissal and re-engagement exercise should there be a break down in consultation.	Coulter

3 Savings Carried Forward

Code	ACTION	By When	Progress	Status	Latest Note	Lead
MCB RAG 055	Review of Printing	31-Mar-2018	 100%		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						Likelihood	Impact	
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 & Audit Processes		Likelihood	Impact			
	RAG SRR A05	Agree corporate approach to policy/procedure review and align with key policies in Governance strategy and Scheme of Delegation						Likelihood	Impact	
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	RAG SRR A02	Deliver the business benefits from the introduction of the new	Internal			Likelihood	Impact			
								Likelihood	Impact	

Actions	finance system		Controls			
	RAG SRR A06	Business Continuity (IT)				
	RAG SRR A07	Review options for increasing digital transactions				
	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	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							
	RAG SRR A09	Implement a clear workforce strategy and revise supporting employment policies as appropriate								
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									
Related Actions	RAG SRR A11	Institute process of time/activity recording in R&G	Internal Controls							
	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			
Related Actions	RAG SRR A02	Deliver the business benefits from the introduction of the new finance system	Internal Controls	
	RAG SRR A07	Review options for increasing digital transactions		
Latest Note	.			

HR Workload

Month	Change Forms processed	Jobs Advertised	OH Referrals Made	FOI's Processed	Half Pay Letters Processed	HR Services Invoices Processed
Apr-17	51	18	22	6	13	61
May-17	99	60	29	6	8	42
Jun-17	99	83	38	4	12	48
Jul-17	42	83	27	8	10	12
Aug-17	53	55	40	11	11	50
Sep-17	74	71	35	6	9	36
Oct-17	55	36	39	15	0	42
Nov-17	24	46	22	13	23	31
Dec-17	35	45	20	2	13	17
Jan-18	35	45	31	7	8	32
Feb-18	34	39	37	8	13	14
Mar-18	42	33	29	4	8	34
Total	643	614	369	90	128	419

Payroll Workload

Cumulatives to date	April 17	May 17	June 17	July 17	August 17	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18
Number of Payslips	2656	5,461	8,321	10,976	13,724	16,363	19,019	21,688	24,406	27,098	29,753	32,469
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	27,034,694.89	30,880,332.76	34,862,099.81	38,792,984.43	42,668,798.30	46,516,917.22
Number of Advances Given	3	9	12	12	12	19	6	8	10	11	16	16
Number of 2nd Bacs		41	9	3	14	14	10	7	9	11		40
% paid correctly	99.89%	99.84%	99.86%	99.89%	99.91%	99.88%	99.97%	99.96%	99.96%	99.96%	99.95%	99.95%
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	27,034,694.89	30,880,332.76	34,862,099.81	38,792,984.43	42,668,798.30	46,516,917.22
Amount (£)of Advances Given	2,337.60	4,199.42	4,979.75	4,979.75	4,979.75	9,556.85	13,868.02	16,492.02	17,629.13	18,379.13	22,515.84	22,515.84
Amount (£)of 2nd Bacs		8,418.93	4,008.34	4,913.60	12,762.54	12,647.00	9,223.45	1,115.01	4,995.98	3,846.81		26,929.91
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	27,057,786.36	30,897,939.79	34,884,724.92	38,815,210.37	42,691,314.14	46,566,362.97
% paid correctly	99.94%	99.83%	99.92%	99.94%	99.91%	99.90%	99.91%	99.94%	99.94%	99.94%	99.95%	99.89%

Report to: Scrutiny Committee

Date of Meeting: 14th June, 2018

Subject: Strategy and Customer Services: Annual Performance Report

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. This report updates committee on the annual performance for Strategy & Customer Services.

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 year, with the key events being:

Armed Forces Day, Klrkin' of the Council, Citizen/Young Citizen of the Year, VC Commemoration for John Crawford Buchan as well as a number of flag raising events. These were well supported by both Elected Members and the public for Armed Forces Day/VC Commemoration.

- 3.3 Local Offices and Speirs Centre - The service continued to deliver a programme of local events with partner organisations, including weekly Bookbug sessions, author events, Summer Reading Challenge, summer events, regular visits by primary schools, digital skills training in partnership

with CTSI and Forth Valley College, plus a range of drop-in sessions with partner organisations using the Speirs Centre to raise awareness of issues such as mental health. We have increased the number of Bookbug sessions by sourcing more volunteers and working in partnership with Education's training Early Years staff to run sessions in nurseries and schools. The service supported a number of community-led events and activities including Tillicoultry Community Week in August 2017 and hosting of the Great Tapestry of Scotland during summer 2017.

- 3.4 Local Archives – The public archives and local history service moved into modern facilities in the Speirs Centre in October 2017. Access to the service has been extended, CTSI have helped source new volunteers to support the service and a number of local history sessions have been run in partnership with the Registrars to raise awareness of the area's rich local history and help people research family history.
- 3.5 Registration Service – Customer surveys are carried out following all ceremonies undertaken by Registration staff. Satisfaction levels remain very high (100% satisfied/very satisfied). Registration accuracy figures are verified and published annually by the Registrar General. Clackmannanshire had an accuracy figure of 99.53% in 2016 (2017 figures still to be published). Although it remains an important source of income, Scottish Certificates saw a reduction in revenue due to increased competition from other councils.
- 3.6 Leisure Operations – Ongoing efforts continued to market council leisure facilities to help increase take-up and income. An improved website was developed, particularly to promote the high quality community sports facilities in the three secondary schools, supplemented by active marketing on social media. Alloa Town Hall has increasingly become a major venue space in the area and is now fully booked every weekend for the rest of this calendar year.
- 3.7 Community Planning – A number of developments were progressed during the year, particularly reflecting the implementation of the Community Empowerment (Scotland) Act 2015. Clackmannanshire's Local Outcome Improvement Plan 2017-2027 (LOIP) was developed and approved in line with statutory guidance in 2017/18. The Clackmannanshire Alliance has agreed four new strategic outcomes for Clackmannanshire, shaping the development of new community planning work streams.
- 3.8 Following agreement of the LOIP partners endorsed a review of community planning to ensure that governance arrangements and the structure would enable the delivery of our shared outcomes. The review focussed on stakeholder engagement and a desk review of governance practices elsewhere in Scotland. Proposals have been identified which intend to shift the focus of community planning to delivering outcomes, whilst recognising the statutory responsibilities on community planning partners also. These new arrangements will be taken forward in early 2018/10.
- 3.9 Asset transfer and participation requests were another key element of Community Empowerment duties implemented throughout this reporting year. The Council published its Asset register at the end of 2016/17 along with guidance on how to apply for asset transfer, on the Council website. Information and guidance on making a participation request was also published in line with statutory requirements. This guidance has been since reviewed. To date the Council has received 1 participation request and 7 expressions of interest for potential asset transfer.

There have been no full applications received to date. A liaison officer was appointed to support groups seeking to develop full applications.

- 3.10 Community Justice – The Clackmannanshire Alliance assumed responsibility for Community Justice on the 1st April 2017, and published its interim one year outcome improvement plan in the same month. Significant progress has been made over the course of the first year of community justice. A robust partnership and governance arrangements have been established, and partners have evidenced a strong commitment to working in partnership in Clackmannanshire.
- 3.11 Five cross organisational Communities of Practice were established across the main community justice outcomes and were designed to provide stakeholder learning opportunities as well as informing the development of the longer term Community Justice Outcome Improvement Plan.
- 3.12 An ambassadors toolkit has been developed as a workforce development tool across all partners engaged in the community justice agenda. The purpose of the toolkit is to aid conversations around community justice based on an evidence base of what works to reduce offending behaviours. This toolkit has been rolled out through ambassadors workshops and will continue throughout 2018/19.
- 3.13 In November 2017 a Community Planning Conference titled *Resilience in the Face of Adversity* was held in the Alloa Town Hall. The conference, aimed to provide an opportunity to implement future plans with a trauma informed approach as well as building upon the skills of the local workforce across the Community Planning Partnership in Clackmannanshire. The conference was well attended and feedback gathered was very positive.
- 3.14 Since the conference in November 2017, community justice partners have engaged to develop a social enterprise concept called Resilience Enterprise. This model will be developed throughout 2018/19 and is intended to support wider trauma informed work in Clackmannanshire.
- 3.15 In December 2017 a Youth Community Justice Ambassador conference was held with around 120 senior pupils from Lornshill Academy. The aim of the conference was to have conversations with a group of young people around community justice perceptions and raising awareness of what works in Community Justice. The event involved ted-style talks from key people in community justice, including a police officer, a prison officer, the community justice co-ordinator and a young man with lived experience of the justice system. The conference was very well received from pupils, and it is hoped that similar events can be held across the other secondary schools in Clackmannanshire.
- 3.16 Violence Against Women Partnership – Strategy and Customer Services continues to support and administer the Violence Against Women Partnership in Clackmannanshire and delivery of the Scottish Governments Equally Safe Strategy. As the partnership has experienced a period of turn-over in the past two years, much of the focus in 2017/19 has been to put in place partnership and governance arrangements in line with expectations set out in Equally Safe. The Improvement Service supported this work. The partnership also

developed a new 5 year Violence Against Women Strategy for Clackmannanshire, which will be consulted on in early 2018/19.

- 3.17 Sport and Active Living Framework - The Service has supported the development of a 10 year Sport and Active Living Framework for Clackmannanshire in partnership with Sports Scotland. The work, which has been ongoing through 2017/18, has involved a series of stakeholder workshops to develop a set of strategic priorities for Clackmannanshire recognising the potential impact of sport and being physically active on improving our strategic outcomes. The framework will be consulted on in early 2018/19.
- 3.18 Consultation and Participation - The service has continued to provide support for major consultation and engagement throughout 2017/18. These included consultation on the Local Outcome Improvement Plan 2017/27; Children's Services Plan 2017/2022; Community Justice Improvement Plan for 2018/2023; Scheme for Establishment; Corporate Budget Consultation for 2018/19; Health and Social Care Integration Budget Consultation 2018/19. The service continued to manage the Council's Citizen Space Consultation Database. Over the course of 2017/18 86 consultations were achieved through Citizen Space.
- 3.19 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. We provided support with skills and capacity building and with conflict resolution within community councils. 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 colleagues in other services and with Clackmannanshire Third Sector Interface (CTSI) throughout 2017/18 in this regard.
- 3.20 Community Empowerment Fund In 2017-18, we promoted the availability of capital grants to support community empowerment and issued capital improvement grants totalling more than £69k to ten local community and voluntary groups for projects which allow communities to make better use of land and buildings.
- 3.21 Scheme for Establishment of Community Councils We oversaw the review of the Scheme for the Establishment of Community Councils through its second and third stages of statutory consultation in 2017-18.
- 3.22 CONTEST; Prevent and Serious Organised Crime – The service continues to implement the Governments CONTEST, Prevent and Serious Organised Crime Strategies. The council continues to contribute to the Forth Valley multi-agency Counter Terrorism (CONTEST) strategy group, and continues to implement a range of activities under the Prepare and Prevent strategies. We have developed a Move to Critical Plan and outline security plans; developed dedicated safety and security pages for employees on CONNECT; undertaken a self assessment of our Prevent duties and revised action plans and continued the roll out of mandatory Prevent e-learning for all staff and full WRAP training for identified staff groups.

- 3.23 The Strategy and Performance Manager is part of a National Prevent Peer Review team which aims to review existing practices across the UK and support recommendations for improvement. She supported Aberdeen City Council peer review team in February 2018. Clackmannanshire Council have provisionally agreed to a prevent peer review towards the end of 2018.
- 3.24 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.
- 3.25 Strategy, Policy and Improvement - The Service has continued to provide policy and performance support and advice for internal and external colleagues throughout the year. 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 year with contributions made to many others. The service retains a focus on business improvement activity and throughout 2017/18 the service has supported a corporate wide improvement framework, supported the recent Best Value audit, provided direct support to Council services on improving business processes and supported significant corporate projects.
- 3.26 Clackmannanshire Young Parents Project – The Clackmannanshire Young Parents Project in Clackmannanshire was successful in October 2017 in winning COSLA Excellence Awards Excellent People, Excellent Outcomes award.
- 3.27 Communications – The service has continued to provide a range of communications support, including media and social media; web and intranet; design and print. Primary developments in 2017/18 include the roll out of a new Council logo in line with the Gaelic Language Plan and a change to the Council's website address. The Local Government Election, the snap General Election and the by-election, which took place during extreme winter weather, dominated external communications in 2017/18. Publicity on voting registration, voting information, and real time results were published on social media live from all counts.
- 3.28 External communications were also focussed on the Council budget and service changes throughout the year. A residents' newsletter was delivered to all households in the autumn publicising the wide range of services provided. The Council's social media presence has continued to grow over 2017/18 with a 21% increase in Facebook 'followers' and 17% increase in Twitter 'likes' in the last 12 months.
- 3.29 A foster care recruitment campaign was held in autumn 2017 which resulted in eight candidates going before the selection panel. The campaign is to be repeated twice a year. Internal communications have focussed on promoting a strong Health and Safety culture. The Mainstreaming Equalities Report, Local Outcomes Improvement Plan and the Children's Services Plan were designed and published. Regular editions of the staff magazine were published throughout the year and it was rebranded under the new name of Connected.

The Council's intranet CONNECT was upgraded to the latest software version and the Council website's content management system was updated. Customer feedback remains largely positive.

- 3.30 Income Management System (Parentpay) - The Income Management System known as Parentpay has now been utilised within the three Secondary Schools for two full school years. Usage and income are recorded below specifically for the period April 2018 to March 2018 including types of payments and uptake. Future reporting on Parentpay will be undertaken through the Education Performance Report.

Lornshill Academy

Trips	£ 46,551.85	
School Meals	£123,451.95	
Tech/Hospitality	£ 14,229.99	TOTAL £184,233.79

A total of 588 active accounts set up out of possible 1130 parents/carers which equates to 52% usage of ParentPay. This is an increase of 11% on previously reported figures. The previous total figure for last year was £129,118 so there has been a significant increase in uptake of use of Parentpay at Lornshill.

Alva Academy

Trips	£52,534.00	
School Meals	£113,244.97	
Tech/Hospitality/Other	£ 15,518.25	TOTAL £181,297.22

A total of 603 parents/carers active accounts are set up out of a possible 829 parents/carers, this equates to 72.74% usage of ParentPay. This is an increase of 2.5% on previously reported figures. The previous total figure for last year was £144,032.12, so there has been a significant increase in uptake of use of Parentpay at Alva Academy.

Alloa Academy

Trips/Tech/Hospitality	£95,059.50	
School Meals	£31,668.42	
Other	£2,306.80	TOTAL £129,034.72

A total of 390 active accounts set up out of possible 680 parents/carers which equates to 57.3% usage of ParentPay. There has been no change to the usage of Parentpay. The previous total figure for last year was £57,080.65, so there has been a significant increase in uptake of use of Parentpay at Lornshill Academy.

- 3.29 Emergency Planning – A number of selected events have been scrutinised by the Safety Advisory Group whereby a number of agencies are able to satisfy themselves that event organisers have created a safe environment for the public to attend. This Forum has allowed the event organisers to obtain advice, assistance and guidance in running their events.

In the wake of Grenfell a review of our Rest Centre capacity and plan has been undertaken. A number of Housing Officers have attended a training event in regard to the role and opening of such centres. Additional work has been done in regard to liaison with hotels and other accommodation the Forth Valley area to compliment the Rest Centre work.

Snow and flooding events have tested our response in recent months and have exercised the Incident Management processes. Debriefs have taken place in regard to these events which have ensured that lessons have been learned and that joint inter-service working has been improved.

- 3.30 Business Support: Two Apprentices completed their SVQ with one Apprentice moving to the next level whilst working within Member Services for a period of a year. The Service continue to support young people within the workplace and currently have 7 Modern Apprentices throughout the whole of Business Support.

Four customer surveys were undertaken within this period. The overall satisfaction rate was 98%.

The Business Support Education Team were heavily involved in collation of relevant documentation as well as room bookings and appointments for an Inspection which displayed excellent teamwork and organisational skills.

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 at March 2018 comparing the annual budget with the forecasted position at the year end.

	Annual Budget	Year End Actual	Variance
	£'000	£'000	£'000
Business Support	2,206	2,084	(122)
Member Services	426	419	(7)
Strategy & Performance	1,255	1,277	22
Customer Services	1,545	1,464	(81)
Alloa Leisure Bowl/Gartmorn Dam	551	534	(17)

Head of Strategy & Customer Services	96	95	(1)
TOTAL	6079	5,873	(206)

- 4.3. Overall, at the end of March, Strategy and Customer Services is forecasting an £206,000 underspend at the end of the financial year 2017/18.
- 4.4. 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.
- 4.5. Progress with Savings - The Service is forecasting achievement of the £266K savings approved for 2017/18.

5.0 Business Performance

- 5.1. Strategy and Customer Services performance contributes to the overall achievement of all corporate priority outcomes.

6.0 Opportunities, Challenges & Risks

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

7.0 Sustainability Implications

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

8.0 Resource Implications

8.1. *Financial Details*

- 8.2. 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

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

8.4. *Staffing*

- 8.5. There are no staffing implications associated with this report.

9.0 Exempt Reports

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

10.0 Declarations

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

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

- 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)

N/a

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




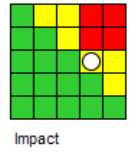







Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Garry Dallas	Executive Director	

Strategy & Customer Services





Business Plan 2017-18 Annual Report






Key to symbols used in this report



PIs		ACTIONS		RISKS			
Long Trend (Overall trend over longer term)		Status (Compares actual performance with target)		Status		Current Rating Likelihood x Impact (1 - 5)	Status
	Performance has improved		Alert		Completed		Rating 16 and above
	Performance has remained the same		Warning		In progress/Not started		Rating 10 to 15
	Performance has declined		OK		Check progress		Rating 9 and below
No comparison available - May be new indicator or data not yet available		Unknown			Overdue	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.	
					Cancelled		


MCB1 Having Clear Policy Priorities

Code	Description	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Status	Long Trend		
SAP CL1 006	Local residents who feel Clackmannanshire has strong sense of community	60%	49%	N/A	?	?	This is a Clacks 1000 measure. The survey was not carried out in 2017/18.	Cherie Jarvie
SAP CL1 007	Local residents who feel that they should be consulted more on how local services are delivered	40%	49%	N/A	?	?	This is a Clacks 1000 measure. The survey was not carried out in 2017/18.	Cherie Jarvie
SAP CL1 027	Local residents who state that they feel public agencies work well together in Clackmannanshire	42%	34%	N/A	?	?	This is a Clacks 1000 measure. The survey was not carried out in 2017/18.	Cherie Jarvie
SAP CL1 030	Overall satisfaction with opportunities for participating in local decision making	39%	30%	N/A	?	?	This is a Clacks 1000 measure. The survey was not carried out in 2017/18.	Cherie Jarvie

Code	ACTION	By When	Progress	Status	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: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		A number of civic events were supported throughout the year including Armed Forces Day, Kirkin' of the Council, Citizen and Young Citizen of the Year and the VC Commemoration for John Crawford Buchan. All events were very well attended by Elected Members and the public.	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: 10px; width: 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 corporate transformations to stakeholders . budget . significant corporate strategies	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The service supported a wide range of major consultations throughout 2017/18. These included the Corporate budget and Health and Social Care budget consultations; the Local Outcome Improvement Plan 2017/2027 consultation and Children's Services Plan 2017/2022 Consultation. The service continues to manage the Citizen Space Consultation Database - in 2017/18 86 consultations were carried out by the Council.	Cherie Jarvie
SCS 17 04	Implement Community Justice Transition arrangements including a new 3 year plan for Community Justice in Clackmannanshire.	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		We have completed implementation of the transition year Community Justice Improvement Plan 2017/18 and are currently developing our Annual Report in line with statutory guidance.	Cherie Jarvie

					Council approved a new 5 year Community Justice Improvement Plan in April 2018.	
SCS 17 05	Develop new Corporate Communications Strategy to support transitional priorities	31-Mar-2018	<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 25%		A draft corporate communications strategy has been developed, however this has been postponed until the Councils Corporate Plan is agreed.	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: 10px;"></div></div> 100%		The Local Outcome Improvement Plan 2017/2027 was approved in October 2017 in line with statutory guidance.	Cherie Jarvie
SCS 17 07	Revise the Gaelic Language Plan for Clackmannanshire.	31-Mar-2019	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Good progress has been made to deliver key parts of the Gaelic Language Plan 2015/2020 in Clackmannanshire. Work to develop a new Gaelic Language Plan for Clackmannanshire has commenced and the service has liaised with the Bord na Gaidhlig to access available support to meet the legislative requirements.	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: 10px;"></div></div> 75%		An advanced draft has been developed in line with the newly approved LOIP priorities; however, further work is required to ensure alignment with ongoing budget and wider organisational design processes.	Stuart Crickmar
SCS 17 09	Report annual reviews as part of corporate Public Performance Reporting Framework new Corporate Plan	28-Feb-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Annual reviews have been completed and published in line with requirements.	Cherie Jarvie

Code	Sub-Action	By When	Progress	Status	Latest Note	Lead
SCS 17 09-01	SOA	31-Dec-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		The Single Outcome Agreement Annual Review has been completed.	Cherie Jarvie
SCS 17 09-02	Local Government Benchmarking Framework	28-Feb-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		The Local Government Benchmarking Framework has been completed.	Cherie Jarvie

Code	ACTION	By When	Progress	Status	Latest Note	Lead
SCS 17 10	Develop a strategic position statement for Leisure, in partnership with Education Services	31-Oct-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		A 10 year Sport and Active Living Framework has been developed for Clackmannanshire in partnership with Sports Scotland. The work has involved a series of stakeholder workshops during 2017/18 to develop a set of strategic priorities for Clackmannanshire, recognising the potential impact of sport and being physically active on improving our strategic outcomes. The framework will be consulted on in early 2018/19.	Brian Forbes

MCB2 Increasing Income & Savings

Code	Description	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Status	Long Trend		
BUS AB1 GOV	Average FTE Days Sickness Absence (Business Support)	12.5	11.5	10.8			Despite improving performance, failed to meet target by 2.8. This was due to a number of long term sickness absence cases. All long term absences have now returned to work. We continue to monitor absence and support staff through the Absence Management Policy.	Alison Bryce
CUS AB1 GOV	Average FTE Days Sickness Absence (Customer Services)	11.2	11.3	10.9			Performance improved on this time last year. A small number of long term absences affected overall performance figures. Absence management is being routinely monitored, challenged and discussed at 1-1s and team meetings.	Brian Forbes
SAP AB1 GOV	Average FTE Days Sickness Absence (Strategy & Performance)	3.9	12.3	18.7			Within a small team, there were 4 long term absences over 2017/18. These were all managed through the Council's Absence Management Policy and all have now been resolved.	Cherie Jarvie
SCS AB1 GOV	Average FTE Days Sickness Absence (Strategy & Customer Services)	10.6	11.6	11.6			Annual target was not met by 2.6, however outcome was same as last year. This can be attributed to a number of long term absences, all of which have been dealt with through the Absence Management Policy.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie
SCS SCS BUD	Budget savings (£000)	220.00	898.00	266.00			The service is forecasting achievement of the £266k savings approved for 2017/18.	Alison Bryce; Brian Forbes; Cherie Jarvie
Code	ACTION	By When	Progress	Status	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			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			Income in 2017/18 was £104k compared to £151k in previous year. The reduction is due to increased competition from other councils who have improved their online ordering service. In response, the service has introduced a dedicated Facebook page to advertise the ordering service and introduced Google Ads to maximise the position of Scottish Certificates in Google searches.		Brian Forbes	

MCB3 Making Efficiencies

Code	Description	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Status	Long Trend	Note	
BUS BUS 002	Customer satisfaction with overall experience of Business Support	99.7%	100.0%	96.8%			Slightly under target by 3%. Overall response rate from surveys was particularly low. Improvement Plan put into place following response from each survey.	Alison Bryce
CUS CAP 001	Satisfaction with overall experience of Community Access Points	98.7%	99.1%	98.8%			High levels of customer satisfaction maintained.	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	97.6%	96.7%	96.4%			High levels of satisfaction achieved, despite increased call waiting times due to reduction in staff numbers.	Brian Forbes
CUS LIB 008	Total number of visits to libraries	327,683	302,730	326,850			We have seen an increase in visitors in 17/18 which is partly due to increased footfall from the Great Tapestry of Scotland.	Brian Forbes
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	100.0%	97.1%	100.0%			High levels of customer satisfaction maintained.	Brian Forbes
CUS SHS LEI	The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with leisure facilities (3 year rolling average, LGBF Code: SCS01)	77.3%	80.7%	N/A			Data from Scottish Household Survey will not be available until November 2018.	Brian Forbes
CUS SHS LIB	The proportion (%) of adults surveyed as part of the Scottish Household Survey who are satisfied or very satisfied with libraries (3 year rolling average, LGBF Code: SCS02)	82.3%	82.7%	N/A			Data from Scottish Household Survey will not be available until November 2018.	Brian Forbes
SAP CL1 016	Local residents who state that they have had good experience of Library Services in the last year	95%	92%	N/A			This is a Clacks 1000 measure. The survey was not carried out in 2017/18.	Brian Forbes
SAP CL1 032	% of residents who agree that Clackmannanshire Council meets or exceeds expectations in communicating with them	44%	33%	N/A			This is a Clacks 1000 measure. The survey was not carried out in 2017/18	Cherie Jarvie; Karen Payton
SAP CL1 033	% of residents who are satisfied with the information that the Council provides on performance	44%	30%	N/A			This is a Clacks 1000 measure. The survey was not carried out in 2017/18	Cherie Jarvie

Code	Description	2015/16	2016/17	2017/18			2017/18	Lead
		Value	Value	Value	Status	Long Trend	Note	
SCS C01 CUS	Number of formal complaints received by Strategy & Customer Services	17	18	13			13 formal complaints received in 2017/18, compared to 18 in the previous year.	Brian Forbes
SCS C03 CUS	% formal complaints dealt with by Strategy & Customer Services that were upheld/partially upheld	76.47%	56.25%	84.62%			11 out of 13 complaints received were upheld/partially upheld (84.6%).	Brian Forbes
SCS C10 CUS	Percentage of formal complaints closed within timescale during period - Strategy & Customer Services		93.75%	100%			All complaints dealt with within target timescale.	Brian Forbes
SCS CNQ BUS	% of Councillor Enquiries dealt with by Strategy & Customer Services within timescale	100.0%	50.0%	80.0%			A total of 25 enquiries were received with 80% being dealt within timescale. The Service will continue to monitor enquiries with a view to improving performance to meet the required timescales.	Alison Bryce
SCS FOI GOV	% FOI enquiries responded to within timescale - Strategy & Customer Services	90.6%	93.3%	95.3%			Shortfall of 4.7% in achieving target which was due to one FOI being received by Service within 6 days of deadline and this required liaison with external agencies. An improvement of 2% on annual figure for 2016/17.	Alison Bryce
SCS MPQ BUS	Percentage of MP/MSP enquiries dealt with by Strategy & Customer Services within timescale	75.0%	100.0%	60.0%			60% of enquiries were dealt within timescale. Two enquiries were outwith timescale due to prolonged consultation with outside bodies. The Service will continue to monitor the enquiries in order to improve and meet the required target.	Alison Bryce
Code	ACTION	By When	Progress	Status	Latest Note			Lead
SCS 17 14	Strategy & Customer Services will demonstrate high standards of people management	31-Mar-2018			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

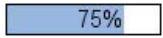





Code	Sub-Action	By When	Progress	Status	Latest Note	Lead
SCS 17 14-01	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	31-Aug-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		PRD's have been undertaken with all staff which have informed the development of Service Learning and Development Priorities.	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: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		All PRD's completed within the Service.	Alison Bryce; Stuart Crickmar; Brian Forbes; Cherie Jarvie

Code	ACTION	By When	Progress	Status	Latest Note	Lead
SCS 17 15	Ensure that Strategy & Customer Services operates to very highest standards of Governance	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		All staff are in the process of completing mandatory modules on Clacks Academy in relation to Health and Safety, Fire Safety, GDPR and Prevent. Staff are also involved in consultation with Managers when updating Risk Assessments.	Alison Bryce; Brian Forbes; Cherie Jarvie


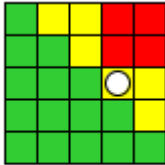
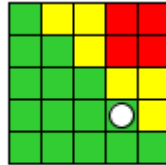

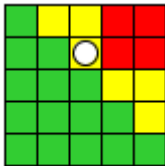
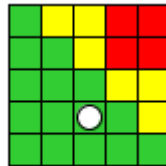
Code	Sub-Action	By When	Progress	Status	Latest Note	Lead
SCS 17 15-01	Complete review of service information and implement records management plan, including corporate file retention schedule, data security and anti-fraud processes & improve staff awareness & development	31-Oct-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Work continues on deletion of e-mails and on file retention as well as compliance with the new GDPR rules. 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	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 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	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		All mandatory modules have been completed on Clacks Academy. Revised Health and Safety Policy has been cascaded to staff. Staff have been involved in updating Risk Assessments in April/May 2018.	Alison Bryce; Brian Forbes; Cherie Jarvie
SCS 17 15-04	Implement agreed Mainstream Report for Equalities Outcome actions	31-Mar-2018	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The actions for 2017/18 under the Mainstream Report for Equalities have been completed. This has included the publication of the new Gender Pay Gap requirements on Councils webpage.	Cherie Jarvie
SCS 17 15-05	Ensure implementation and organisational deployment of the key elements of the	31-Oct-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Clackmannanshire Council is compliant with the key active parts of the Community Empowerment (Scotland) Act 2015	Cherie Jarvie


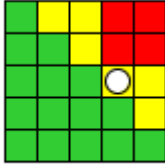
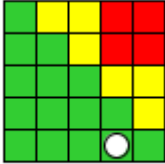
	Community Empowerment (Scotland) Act including: - Asset Transfer - Participation Requests				including; Community Planning and development of Local Outcome Improvement Plans; Community Asset Transfers and Participation Requests.	
SCS 17 15-06	Provide corporate programme support for change	31-Mar-2018	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Corporate support for change was provided in 17/18 in line with expectations of CMT.	Cherie Jarvie
SCS 17 15-07	Ensure deployment of the corporate CONTEST delivery plan	31-Mar-2018	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		Significant progress has made throughout 2017/18 in relation to implementation of CONTEST and Prevent delivery plans. This has included roll out of mandatory WRAP e-learning and WRAP training for identified staff; dedicated safety and security pages for staff on CONNECT; the development of Move to Critical and security plans; significant internal staff communications on safety and security and a table-top exercise with CMT. A self assessment has been carried out on our progress in relation to Prevent duties which has informed a new delivery plan for 2018/19.	Stuart Crickmar
SCS 17 15-08	Ensure deployment of the corporate Serious Organised Crime delivery plan	31-Mar-2018	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		The risk and integrity forum oversees the implementation of the Councils Serious Organised Crime delivery plan. The forum continues to work closely with Police Scotland on managing the risk of serious organised crime in Clackmannanshire. Progress is slower than anticipated due to competing priorities.	Stuart Crickmar
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	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		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


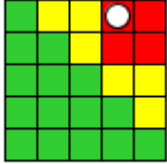
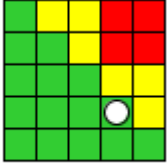

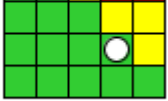

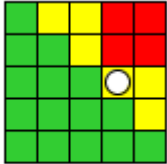
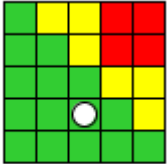

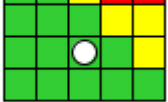
Code	Sub-Action	By When	Progress	Status	Latest Note	Lead
SCS 17 16	Project manage approved Year 1 hubs programme as per Community Investment Programme	31-Mar-2018	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		Alva Hub/Alva Primary School - The creation of the community hub is the 5th and final phase of a number of developmengts made to the school, including provision of a new nursery. The works required for the community hub are scheduled to be carried out in Summer 2018 for completion Autumn 2018. Sauchie Hub - Work was delayed pending wider budget discussions on the future of the hall in 2017. Design proposals are now being taken forward to ascertain the CAP/library design and partnership working with Sauchie Active 8.	Stuart Crickmar

SCS 17 17	Support completion of Clackmannan Regeneration Grant project	31-Mar-2018			Work is progressing, though there has been slippage on a number of aspects of this major and complex project.	Stuart Crickmar
SCS 17 18	Project manage approved review of 3 rd Sector commissioning to ensure alignment with LOIP	31-Dec-2017			A multi agency working group was put in place to take forward throughout 17-18. This work is now completed.	Stuart Crickmar
SCS 17 19	Transform arrangements for storage and presentation of Council Archives and local collections in Lesser Speirs Hall	31-Dec-2017			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			Likelihood	Impact	Likelihood	Impact
				Staff induction and development						
Latest Note	The Service has focussed efforts in ensuring compliance with corporate governance throughout 17-18. This has included a regular review of health and Safety arrangements throughout the Service; the completion of mandatory learning and development modules and a continued focus on absence management. These are standing agenda items at Management Team meetings and Bipartite meetings. Whilst there remains more work to do we suffered no major governance failures during the year.									
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			Likelihood	Impact	Likelihood	Impact
				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 a number of issues combined with 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				Likelihood	Likelihood	Impact	Impact
Latest Note	The service is forecasting achievement of the £266k savings approved for 17-18. Despite this, the outlook for delivering ongoing savings remains very challenging.										

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			Likelihood 	Likelihood 	Impact	Impact
Latest Note	This continues to be a significant risk with further reduction in staff through the Council re-design/TVR/VS process with a loss of key skills and knowledge. We are taking action to transfer knowledge where possible, however, the scale and pace of transition within the service is such that this is increasingly difficult.									
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.			Likelihood 	Likelihood 	Impact	Impact
Latest Note	Following approval of the Local Outcome Improvement Plan, Partners have endorsed a review of community planning to ensure that governance arrangements and the structure enables the delivery of our shared outcomes. Following a review, proposals have been identified which will be taken forward in 2018-19. Audit Scotland assessed partnership working positively. Despite this, whilst there continues to be much good work ongoing within community planning, a number of stakeholders continue to raise concerns about the effectiveness of the Alliance.									