Partnership and Performance Committee

Thursday 30 May 2019 at 9.30 am

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

Clackmannanshire Council
Comhairle Siorrachd
Chlach Mhanann

www.clacks.gov.uk

Partnership and Performance Committee

(1)   To determine policies for the resources, risk and governance and strategic support

(2)   To set standards for service delivery in the above mentioned areas

(3)   To secure best value in the provision of these services

(4)   To consider reports and plans from Community Planning Partners and other partnership arrangements and, where appropriate, to monitor the achievement of agreed outcomes, standards and targets

(5)   To monitor performance in the delivery of services including consideration of:

   • quarterly service performance reports
   • inspection or other similar reports
   • financial performance

(6)   To keep under review the impact of the Committee's policies on Clackmannanshire
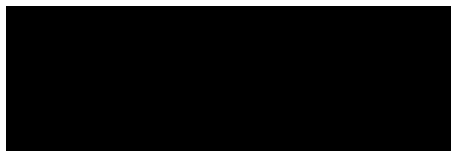
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22 May 2019

A MEETING of the PARTNERSHIP AND PERFORMANCE COMMITTEE will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 30 MAY 2019 at 9.30 am.

GARRY DALLAS
Strategic Director (Place)

B U S I N E S S

Contact Resources and Governance, Clackmannanshire Council, Kilncraigs, Greenside Street, Alloa FK10 1EB
(Tel 01259 452004/452006) (email CCANDWGM@clacks.gov.uk) (www.clacksweb.org.uk)

Partnership and Performance Committee – Committee Members
(Membership 8 - Quorum 4)

Councillors				**Wards**		
Councillor	Helen Lewis (Convenor)		2	Clackmannanshire North	SNP
Councillor	Les Sharp (Vice Convenor)		1	Clackmannanshire West	SNP
Councillor	Donald Balsillie		2	Clackmannanshire North	SNP
Councillor	Dave Clark		2	Clackmannanshire North	LAB
Councillor	Kenneth Earle		4	Clackmannanshire South	LAB
Councillor	Ellen Forson		4	Clackmannanshire South	SNP
Councillor	Bill Mason		5	Clackmannanshire East	CONS
Councillor	Mike Watson		3	Clackmannanshire Central	CONS

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MINUTES OF MEETING of the PARTNERSHIP AND PERFORMANCE COMMITTEE held within the Council Chamber, Kilncraigs, Greenside Street, ALLOA, FK10 1EB, on TUESDAY 16 APRIL 2019 at 9.30 am.

PRESENT

Councillor Donald Balsillie (Convenor)
Councillor Helen Lewis (Vice Convenor)
Councillor Martha Benny (S)
Councillor Dave Clark
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Bill Mason

IN ATTENDANCE

Stuart Crickmar, Strategic Director (Partnership and Performance)
Lindsay Sim, Chief Finance Officer
Elizabeth Hutcheon, Management Accountancy Team Leader
Jim Robb, Interim Assistant Head of Social Services (Adult Care)/Locality Manager
Janice Young, Interim Programme Manager
Carol Johnson, Principal Information Analyst
Lindsay Thomson, Senior Service Manager, Legal and Democracy (Clerk to the Committee)
Cherie Jarvie, Strategy and Performance Manager
Joanne O'Suilleabhain, NHS Forth Valley
Anthea Coulter, Clackmannanshire Third Sector Interface (CTSI)
Drew Sinclair, Police Scotland
Melanie Moore, Committee Services

The Convenor acknowledged the Committee's sadness to recent death of former Councillor Bobby McGill and for all his work that he did for Clackmannanshire.

PPC(19)09   APOLOGIES

Apologies were received from Councillor Mike Watson. Councillor Benny acted as substitute for Councillor Watson.

PPC(19)10   DECLARATIONS OF INTEREST

None.

PPC(19)11   MINUTE OF PARTNERSHIP AND PERFORMANCE COMMITTEE HELD ON 31 JANUARY 2019

The minute of the meeting of the Partnership and Performance Committee held on Thursday 31 January 2019 were submitted for approval.

Moved by: Councillor Donald Balsillie. Seconded by: Councillor Kenneth Earle

Decision

The Minutes of the meeting of the Partnership and Performance Committee held on Thursday 31 January 2019 were agreed as a correct record and signed by the Vice Convenor.

PPC(19)12   FINANCIAL PERFORMANCE 2018/19 – DECEMBER OUTTURN

A report, submitted by the Chief Finance Officer, provided an update on the financial performance for the Partnership and Performance Division of the Council in respect of revenue spend for the current financial year 2018/19.

Motion

That the Committee agrees the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Helen Lewis.

Decision

Having challenged and commented on the report, the Committee agreed to note:

- The forecast General Fund revenue underspend relating to the Partnership and Performance Division for year of £(0.760)m;

- The forecast centrally held Corporate Services revenue overspend for the year of £0.530m;

- The forecast revenue overspend of the Integration Joint Board (IJB) for the year of £1.156m; and

- Progress on delivering planned savings in the year achieved of 91.4%.

Councillor Ellen Forson left during next item (10 am)

PPC(19)13   HEALTH AND SOCIAL CARE PARTNERSHIP

A report, submitted by Locality Manager, Health and Social Care Partnership, provided the Committee with a summary of the work being undertaken within the Health and Social Care Partnership and raised awareness of any regional, national and UK wide issues which have implications for the Partnership. The report also provided an update on overall performance of the Partnership.

Motion

That the Committee agrees the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Kenneth Earle.

Decision

The Committee agreed to:

1. Note the content of this paper and the work being undertaken to develop services.

2. Note the projected overspend within Clackmannanshire arm of the Health and Social Care Partnership budget of £1.156m.

PPC(19)14   LOCAL OUTCOME IMPROVEMENT PLAN – ANNUAL REPORT 2017/18

A report, submitted by the Strategic Director, Partnership and Performance updated Committee with the first annual progress report on the Clackmannanshire Local Outcome Improvement Plan 2017-27 on behalf of the Clackmannanshire Alliance partners.

The partners present today were Cherie Jarvie - Clackmannanshire Council, Joanne O'Suilleabhain - NHS Forth Valley, Anthea Coulter – CTSI and Drew Sinclair – Police Scotland. Each partner gave a summary of each of their areas and answered questions from the Committee.

Motion

That the Committee agrees the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Bill Mason.

Decision

The Committee agreed to:

1. Note, comment and challenge the Local Outcome Improvement Plans progress report for the year ending 31 March 2018; and

2. Note that the report will be published on the Council's website in line with reporting duties set out in Community Empowerment legislation.

Ends 1125 hours

	THIS PAPER RELATES TO ITEM 4
Report to Partnership & Performance Committee	**ON THE AGENDA**

Date of Meeting: 30 May 2019

Subject: Police Performance Report for Clackmannanshire 1 April 2018 to 30 September 2018

Report by: Local Police Commander

1.0 Purpose

1.1. The purpose of this report is to provide the committee with information on the performance of Police Scotland in the Clackmannanshire local authority area for the period 1 April 2018 to 30 September 2018.

1.2. The report is aligned with the headings of the Clackmannanshire Local Policing Plan 2017-2020 priorities (i.e. **Responsive to the concerns of our communities, Enhancing our collective resilience to emerging threats, Protecting people most at risk from harm and Promoting confidence through our actions**).

1.3. The Clackmannanshire Police Performance Report (Appendix 1) contains the current information on performance against selected performance indicators. This report provides complementary information to that in the table to present a summary of performance of policing in Clackmannanshire Council area and also identifies emerging trends, threats and issues.

1.4. Appendix 1 contains the performance data and is in a new format and compares our performance against the national average.

1.5. Data for this report is sourced from Police Databases that are subject to changes as enquiries progress. They can be best regarded as Point in Time figures. 5 year average figures are not available for all measures. The information in the table should be regarded as provisional.

2.0 Recommendations

2.1. It is recommended that committee notes, comments on and challenges the report as appropriate

3.0 Considerations

3.1. Attention of members is drawn to the Management Information now published via Police Scotland Website which can be found at the following location - http://www.scotland.police.uk/about-us/our-performance/

3.2. Some of the risks and threats which continue to present in Clackmannanshire are:

- I Tunes/Cyber Fraud,

- Local impact of serious organised crime groups,

- Changes/trends in drugs.

3.3. By their nature, these remain longer-term threats and Forth Valley Division continues to focus on intervention and enforcement to address them.

3.4. There were no significant new operational issues emerging during the previous reporting period.

3.5. There were no significant new operational issues emerging during the current reporting period.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mervyn Almeida	Performance Support, Forth Valley Division	01786 456 033

Approved by

NAME	DESIGNATION
Thom McLoughlin	Chief Superintendent Forth Valley Division

CLACKMANNANSHIRE COUNCIL PARTNERSHIP & PERFORMANCE

Appendix 1
Police Performance Report
April 2018 - September 2018

Thom McLoughlin
Chief Superintendent

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Contents

BACKGROUND TO THIS REPORT

As from April 2013, the Police and Fire Reform (Scotland) Act 2012 has required Police Scotland to produce and publish a Local Policing Plan (LPP) for each local authority area. The LPP clearly sets out the policing priorities for Clackmannanshire.

Performance in relation to the identified policing priorities is monitored and reviewed internally on a weekly basis. Bi-annual reports are produced to allow scrutiny by Clackmannanshire Council Performance and Partnership Committee. This report covers the period from April 2018 to September 2018.

The year-end figures are currently not available due to an embargo on sharing year end data (internally and externally) being in place until such time as it is officially released by Police Scotland. The timetable for this is determined by SPA (Scottish Police Authority) meetings and publication of Management Information reports.

In order to support effective scrutiny and determine whether our preventative approach is having a lasting positive impact, members of the Clackmannanshire Council Partnership and Performance Committee will consider information linked to the priorities outlined within this plan which includes:-

- Responsive to the concerns of our communities
- Enhancing our collective resilience to emerging threats
- Protecting people most at risk from harm
- Promoting confidence through our actions

This report will make reference to crime groupings. Groups 1-5 refer to an amalgamation of five crime groups. They are Group 1, consisting of violent crime; Group 2 covering sexual offences; Group 3 covers a wide range of crimes of dishonesty, Group 4 includes vandalism, fire-raising and malicious mischief; and group 5 includes Pro-Active Crimes. All statistics are provisional and should be treated as management information. All data is sourced from Police Scotland internal systems and is correct as at 18 October 2018.

RESPONSIVE TO THE CONCERNS OF OUR COMMUNITIES

Community Safety Group

The Clackmannanshire Community Safety Group are currently progressing a Community Speed watch initiative which will see local volunteers trained in the use of detection equipment to target the hotspot areas in their own communities, supported by police. Community officers are providing awareness, recruiting and training people to use the equipment and deliver the service at the right times in the right places.

This aims to empower local communities to tackle their own priorities and make a difference to what concerns them the most. It will be piloted in one ward and on evaluation will be considered for roll out across the command and division.

Road Safety

From Monday 17 September until Sunday 23 September, Road Policing ran a road safety campaign. The campaign highlighted speeding, failure to wear seatbelts and using mobile phones whilst driving as being contributory factors in road collisions across the country. Officers developed their campaign around community concerns, locally selected priority routes and casualty statistics. During the campaign, Road Policing officers across Scotland stopped over 3,000 vehicles and engaged with road users, delivering educational road safety messages and issuing enforcement measures to over 300 road users.

Our local ward officers continue undertaking speed checks outside schools, warning and educating drivers and deploying the 'pop-up bairns' which are an extremely popular addition.

ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

OPERATION AIDANT (Scottish Government and Police Scotland initiative to tackle Human Trafficking in Scotland)

This operation is a national campaign which has bi monthly initiatives based on certain themes of Human Trafficking. In May, there is to be activity surrounding Labour exploitation (particularly food processing businesses and other areas where a great deal of Foreign Nationals are employed)

Plans are now in place, and although there is no intelligence to suggest any illegal activity in Forth Valley, proactive visits will be made to the management of identified premises to remind them of the responsibilities and guidance on what action to take should they be suspicious about any individual.

A number of street beggars have also popped up across the division's towns and community officers will engage with these people to establish their backgrounds, where they have come from and, in the case of foreign nationals, how they entered the country.

Forth Valley Proactive Team will lead on this supported by Community teams across the Division.

Operation Monarda

Community officers from across the Area Command engaged in Operation Monarda with preventative measures including the false ATM, visits to vulnerable/repeat victims of previous crimes, business premises including banks were visited and provided with education in relation to bogus workmen and patrols were carried out engaging with persons carrying out work within the communities.

Officers were also redeployed to target enquiries for ongoing bogus workmen calls. This resulted in a significant arrest by community officers of a female who has repeatedly targeted an elderly victim and has resulted in her being charged with fraud against this victim going back as far as 2013. A number of unlicensed traders were also reported.

PROTECTING PEOPLE MOST AT RISK OF HARM

School Inputs

Clackmannanshire area command has been working in partnership with Mentors in Violence Prevention to promote the implementation of the programme in the three high schools. This will aim to deliver inputs on alcohol, sex/sexting, gender based violence, bullying, etc. from trained mentors in the school along with partners. A multi-agency meeting has been convened and wide agreement to take this plan forward with a working group agreed and progressing. This will provide vulnerable young people the tools to keep themselves safe in a variety of situations and lifestyle incidents.

Case Study

A vulnerable young person was identified as being at High Risk of Child sexual Exploitation in the Clackmannanshire area. She was reported missing on numerous occasions from a local care establishment and family addresses. Through excellent partnership working with Police, Social Work, Education and Scottish Children's Reporter Administration, the child has been removed from Clackmannanshire and placed in a smaller more specialised accommodation where she is receiving focused one to one support to develop her self-awareness in relation to the risks to her and inform the ongoing care-plan to ensure her safety.

Public Protection Unit

Divisional Rape Investigation Unit/ Domestic Abuse Investigation Unit continue to work closely with partners to provide a victim centred approach to the investigation of rape and other serious sexual crimes.

A number of investigations continue around potential abuse in institutional settings and these are co-ordinated with the National Child Abuse Investigation Unit and Operation Forseti. The National Sexual Offence Liaison Officer (SOLO) Conference was recently held and C Division showed strong to support to this to ensure our local SOLO (sexual offences liaison officers) received the latest updates and guidance relevant to this challenging role.

Operation Emphasis

Operation Emphasis was undertaken by C Division Divisional Rape Investigation Unit (DRIU), supported by staff from all three Local Authority Command areas and Officers from the National Rape Task Force. In total, 22 Officers, external to the Priority Crime Unit (PPU) Officers allocated to the, assisted in the operation to investigate 26 CrimeFiles over a two week period to target Group 2 Crimes (both recent and non-recent in nature).

PROMOTING CONFIDENCE THROUGH OUR ACTIONS

Flu

Last year, Chief Constable Ian Livingston committed to providing officers and staff with the opportunity to receive a free flu vaccination. As part of our ongoing 'Your Wellbeing Matters' initiative, we are pleased to report that the vaccination programme has continued this year, providing all officers and staff with the opportunity to claim a free flu vaccination.

Recruitment

We recognise that our people drive the success of Scottish policing. New threats and demands mean we must create a sustainable, diverse, multi-skilled and experienced workforce to address the evolving needs and complexities of the communities we serve.

Our recruitment Positive Action Team is committed to reaching out to our Black and Minority Ethnic (BME) communities, in an effort to positively impact on the diversity of applicants to Police Scotland. Our Introduction to Policing programme attracted almost 400 BME candidates resulting in 245 applications, of which 68 have been appointed to date. 52% of the appointees have been male and 48% female. Work continues to reach out to encourage people to see policing as an attractive and rewarding career.

Scam Busters

PC Bryan Mackie from our Safer Communities team is currently exploring innovative strategies to tackle acquisitive crime which targets the most vulnerable in our community. Although there is no discernible pattern, members of the public have been contacting us on social media to inform us about the latest scam phone call or mail that they or their family members have been getting.

In light of this PC Mackie is working with closely with community carers who spend a lot of time visiting the vulnerable with the aim being to equip them with the tools required to have conversations about the latest scam and how it works. It's hoped that empowering these members of our community will help beat this emerging crime trend.

PC Mackie is also exploring opportunities to work with Royal Mail to again empower persons delivering the post in the public to spot scam mail being sent to elderly vulnerable members of our community.

<u>Contact Details</u>

Divisional Commander - Chief Superintendent Thom McLoughlin
Falkirk Police Station, West Bridge Street, Falkirk

Area Commander - Chief Inspector Andrew Sinclair

OFFICIAL

LOCAL AUTHORITY SCRUTINY BOARD - Clackmannanshire
September 2018

Violence, Disorder & Antisocial Behaviour				
		Apr 2018 - Sep 2018	Apr 2017 - Sep 2017	% Change
1	Total No Group1: Crimes of Violence	50	43	16.3%
This increase relates mostly to serious assault and robberies detailed below.				
2	Murder	0	0	-
There were no murders in the reporting period.				
3	Attempted Murder	0	1	-100.0%
There were no attempted murders in the reporting period.				
4	Culpable Homicide (common law)	0	0	-
There were no culpable homicides in the reporting period.				
5	Culpable Homicide (other)	0	0	-
There were no culpable homicides in the reporting period.				
6	Serious Assault detection rate	76.7%	104.6%	-27.9%
The detection rate remains high however ongoing enquiries are likely to see this change.				
7	Serious Assault	30	22	36.4%
9 serious assaults occurred within Glenochil prison over the period which is more than all of 2017/18 reporting period and is responsible for the rise in crimes. 3 were domestic incidents and only one occurred within a licensed premises in Alva. Most crimes occurred within residential dwellings (12) with others in public space (9). Knives, poles, baseball bats were some of the weapons used to commit crimes. The weekend policing plan reduces the incidents of violence in Alloa Town centre especially in relation to alcohol fuelled violence.				
8	Robbery detection rate	100.0%	100.0%	0.0%
The detection rate remains high due to diligent enquiry and joint working by local officers, divisional CID and proactive units complimented by public assistance in information and appeals in apprehending offenders.				
9	Robbery	12	7	71.4%
One incident in April 2018 saw a male charged with 5 robbery crimes at dwellings in Tillicoultry. One incident in Alloa consisted of 2 robberies and numerous other offences by one accused. Knives were used in both these incidents. 2 robberies were crimes within a domestic incident between partners. A profile was raised due to the increase and actions were conducted around safety at premises and targeted stop and search in identified areas.				
10	Common assault detection rate	75.4%	64.2%	11.2%
The assault detection rate is strong due to intelligence led patrolling, positive community engagement and investigative procedures. Strict focus on the management of violence as a local and divisional priority has ensured the right resources are targeting the right people and places.				
11	Common assault	305	397	-23.2%
Violence remains a priority within Clacks and the Weekend Policing plan along with daily scrutiny of violent crimes and priority tasking ensure a robust response. Alcohol related violence remains significant and increasingly with in domestic dwellings. Good engagement between Police and licensing trade have reduced violence in and around licensed premises over the reporting period. MATAC is utilised to manage properties of repeat incidents where violence, ASB or disorder is occurring and ensure a multi-agency response is tasked.				

	Violence, Disorder & Antisocial Behaviour (continued)				
12	Number of complaints regarding disorder	1,564	2,061		-24.1%

ASB and disorder continue to reduce. Strong connections between local officers and their communities improves relations with young people and especially between Schools Based Officer SBO's and schoolchildren. MATAC, good partnership working and effective use of mobile CCTV cameras ensure serious incidents and hotspots are dealt with swiftly and robustly.

		Apr 2018 - Sep 2018	Apr 2017 - Sep 2017		% Change
13	Number of Domestic Abuse Incidents Reported to the Police	355	446		-20.4%

Daily scrutiny of domestic incidents and tasking of the Community Alcohol and Violence Reduction Unit (CAVRU) ensure swift and effective response for victims and offenders alike. MATAC and MARAC now delivered locally in Clacks by divisional PPU with partners and local officers ensuring stronger focus on repeat offenders and assistance to victims. This local knowledge and service delivery is assisting in reducing the instances of repeat victims through dedicated resources, specialised divisional units, proactive bail visit protocol on offenders and victim checks.

14	Total Crimes and offences in domestic abuse incidents	204	272		-25.0%

Domestic crimes are reducing in alignment with incident reduction overall.

15	Percentage of Domestic Incidents that result in a crime being recorded	41.1%	43.9%		-2.8%

A slight drop in the amount of incidents which resulted in criminality however remaining within force averages.

16	Total crimes and offences in domestic abuse incidents detection rate	76.0%	66.5%		9.5%

The CAVRU are responsible for dealing with domestic assaults on a daily basis and have built local knowledge and expertise in this area which has improved detection rates. Sustained activity against the most prolific and repeat offenders improves the response to victims also.

17	Total Detections for Domestic Bail Offences	16	23		-30.4%

With the reduction in crimes offender visits have reduced resulting in a decrease in detections. The protocol however is robust for all offenders and can be seen as an increase in compliance by offenders to their restrictions.

18	Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs)	93.9%	-		-

Victims of crime are contacted within 24hrs of the accused's release from court to update them and check on their welfare. Although not met the positive rate remains high. Changes to enquiry avenues being progressed.

19	Hate Crime and offences detection rate	67.7%	82.9%		-15.2%

Hate crimes are prioritised daily ensuring appropriate resources are tasked and diligent enquiry undertaken. Proactive work with victims enabled a restorative justice process within schools to be progressed to understand victim impact in relation to hate speech. SBO's work closely with the LGBT groups established in schools to improve awareness, support and educate students.

Violence, Disorder & Antisocial Behaviour - Stop and Searches					
		Apr 2018 - Sep 2018	Apr 2018 - Sep 2018 Positive		% Change
20	Number of stop and searches conducted (total)	80	37		
21	Number of statutory stop and searches conducted	80	37		
22	Number of consensual stop and searches conducted	0	0		
23	Number of consensual stop and searches refused	0	-		
24	Number of seizures made	4	-		
On the 11th May 2017 Police Scotland adopted a new code of practice on the use of stop and search. At this time the use of non-statutory (Consensual) search ceased. The period covered by this report includes searches conducted prior to the introduction of the code. The table above provides information on consensual searches carried out before 11th May. Further information on Police Scotland's use of stop and search and on the code of practice is available on the Police Scotland Website.					
(Context)					

	Additional Identified Local Priorities				
		Apr 2018 - Sep 2018	Apr 2017 - Sep 2017		% Change
25	Number of detections for drugs supply, drugs productions, drugs cultivation	20	22		-9.1%
	These operations are intelligence led from information from the public and are conducted timeously. Figures are for those with detections and do not take account of executed warrants where no drugs are recovered or possession amounts only are seized. The number of executed warrants remains high and above the 5 year average.				
26	Theft by housebreaking (including attempts) detection rate	17.0%	38.8%		-21.8%
	Lack of forensic opportunities and witnesses in these crime types have proved problematic in detecting offenders responsible. Over this period there remains open investigations into several crimes and lab reports are awaited for outcomes. Improved guidance and investigative processes have been circulated to officers to increase detections and an experienced Sgt has been delegated the lead for acquisitive crime to drive forward improvements.				
27	Theft by housebreaking (including attempts)	47	49		-4.1%
	Housebreaking figures are on a par with previous year however remain a priority. Priority Crime Unit are used for travelling criminals and cross border crimes series. Ownership of local crimes are allocated to community officers to progress in their areas. There was no pattern of offending noted over the period or linked crimes. A divisional operation was created to enquire into further opportunities for forensic recovery and linking potential offenders.				
28	Theft by shoplifting detection rate	79.3%	78.5%		0.8%
	Detection rates remain strong for shoplifting due to CCTV within shops, local officer knowledge and a core group of repeat offenders responsible for numerous crimes. Good intelligence and retail engagement assist in this level of detections.				
29	Theft by shoplifting	150	130		15.4%
	There has been an increase which it is likely to be connected to the economic climate. Anecdotally it has been noticed that there is an increase in basic foodstuffs being stolen along with alcohol. Engagement with our communities and partners inform us that daily living is becoming more difficult for people and this may partly potentially be responsible for the increase.				
30	Vandalism & Malicious Mischief detection rate	36.6%	30.8%		5.8%
	Good investigative work, positive engagement with communities by local officers and visible patrolling have contributed to the increased detection rate.				
31	Vandalism & Malicious Mischief	216	325		-33.5%
	A significant reduction in vandalism is noted and can be attributed to positive engagement with schools by SBO's and community officers. Weekend Policing Plan and intelligence led high visibility patrolling are instrumental in deterring these types of crimes. There have been no notable linked or repeated crimes or locations recorded.				
32	Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	7	7		0.0%
	Officer discretion is the strongest and best tactic deployed in this issue where the criminalisation of young people is not the aim. Warnings and low level interventions are used in the first instance along with parental engagement for young people.				

Public Protection				
		Apr 2018 - Sep 2018	Apr 2017 - Sep 2017		% Change
33	Number of Sexual Crimes	43	39		10.3%
Sexual crimes continue to increase nationally and impacts of operations on high profile cases increase confidence in reporting of historic offences which amount for approx. 21% of all crimes, 10% are domestic related and 19% are cybercrime.					
34	Sexual Crimes detection rate	76.7%	53.9%		22.8%
Increased inputs to officers around initial investigations, early evidence opportunities and better understanding of victim impact has contributed to the increased rate. Officer confidence in managing these crimes from the outset has increased.					
35	Rape detection rate	175.0%	66.7%		108.3%
This detection rate is inflated from detections covering over from 2017/18 reporting year which were undetected at year end.					

Road Traffic Casualty Statistics				
	Apr 2018 - Sep 2018	Apr 2017 - Sep 2017		% Change
People Killed	0	0		-
People Seriously injured	6	7		-14.3%
People Slightly Injured	19	25		-24.0%
The divisional Road Safety Group drives the actions for operations and initiatives in Clacks to influence driver behaviour and reduce casualties on our roads through education, prevention and enforcement. Road Policing Unit RPU use the data of RTC's to inform the priority routes requiring monitoring or action. Overall RTC's reduced by more than half over the reporting period however Police Scotland, with effect from August 2018, no longer record non-injury accidents.				
Children (aged<16) Killed	0	0		-
Children (aged<16) Seriously Injured	0	1		-100.0%
Schools Based officers and local community officers deliver road safety advice and initiatives in schools. They have worked closely with primary schools on campaigns targeting parent's unsafe parking at school entrances, education and enforcement activities where required. Close liaison with parent councils encouraging ownership and progression.				

	Road Safety & Road Crime				
		Apr 2018 - Sep 2018	Apr 2017 - Sep 2017		% Change
36	Dangerous driving	7	9		-22.2%
37	Speeding	66	81		-18.5%
	Officers conduct speeding operations generally in response to complaints from the public on identified roads. RTC analysis also assists in targeting those roads where repeat accidents occur. The Camera Safety Partnership vehicle is used at hotspots also.				
38	Disqualified driving	7	1		600.0%
	The increase is partly due to the use of the divisional Crime Car to target those individuals known to be driving whilst disqualified as well as local officer operations, patrols and road checks.				
39	Driving Licence	14	33		-57.6%
40	Insurance	58	65		-10.8%
41	Seat Belts	14	14		0.0%
42	Mobile Phone	7	12		-41.7%
	This continues to reduce most likely due to increase technology in new vehicles for hands free calling/talking.				

	Public Confidence		
		Apr 2018 - Sep 2018	
		Number of Complaints about the Police	Number of Complaints per 10,000 Police Incidents
43	Complaints received about the Police	29	34.4
	All complaints received are investigated by an officer of inspecting rank ensuring professional enquiry in line with our values and code of ethics. Any learning is shared and acted upon to ensure there are no repetitions or where required changes to policy or procedures are implemented.		

		On Duty Allegations	Off Duty Allegations	Quality of Service Allegations	Total Number of Allegations
44	Total Allegations Recorded	31	0	12	43
	Complaints continue to be monitored closely to ensure we act in accordance with our values and constantly strive to improve service delivery to our communities.				

CLACKMANNANSHIRE COUNCIL

Report to: Partnership & Performance Committee

Date of Meeting: 30 May 2019

Subject: Fire Performance Report – 1 April 2018 to 30 September 2019

Report by: Local Senior Officer Clackmannanshire and Stirling

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1.0   Purpose

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

1.2   A six-month performance of the Scottish Fire and Rescue Service (SFRS) in Clackmannanshire covering the period 1 April 2018 to 30 September 2018. The report is based on performance against objectives and targets set out in the Local Fire and Rescue Plan for Clackmannanshire. Performance indicators are detailed in the summary report at appendix 1.

2.0   Recommendations

2.1.   It is recommended that committee note and challenge the report as appropriate.

3.0   Considerations

3.1.   A number of significant trends are worth highlighting.

3.2.   There have been no fire related fatalities and eight fire casualties in the reporting period.

3.3.   A Serious Fire Task Group has been set up within the SFRS. This group will produce a quarterly report providing information on fire fatalities which will assist in local Community Safety Engagement activity.

3.4.   The SFRS delivered their Seasonal Thematic Action Plans from 1 April 2018 to 30 September 2019 and targets included reducing accidental dwelling fires, reducing fire fatalities and casualties, reducing deliberate fire setting, reducing the number of outdoor fires, and reducing fire related anti-social behaviour.

3.5.	Accidental dwelling fires have increased by one when compared with the same period the previous year. The cause of these fires has predominantly been cooking related activities which in Scotland is the number one cause of fires in the home. This will continue to be a focus of our on-going prevention work.

3.6.	Work is on-going to identify and support vulnerable people in Clackmannanshire, through the Home Fire Safety Visit Programme and fire safety referrals through the multi-agency activity. The quantity and quality of referrals from partners allow the service to target resources within Clackmannanshire, with the aim of reducing the number of accidental dwelling fires and casualties from these fires in the long term.

3.7.	There were eight deliberate primary fires a reduction in twelve compared with the same period last year. There were forty-one deliberate secondary fires which is a reduction of twenty compared to the following year.

3.8.	The number of Unwanted Fire Alarm Signals during the reporting period was one hundred and nine. This is a reduction of sixteen compared to the same period last year.

3.9.	We continue to monitor all UFAS activity and contact all duty holders to discuss the implications of UFAS and where improvement can be made.

3.10.	We are informing duty holders of the latest fire detection technology available which has a proven record in reducing unwanted signals.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mark Duffy Roddie Keith	Group Manager Clacks/Stirling LSO Area Manager & LSO for Clacks/Stirling LSO area	01259724112

PERFORMANCE REPORT

Covering the activities and performance in support of the Local Fire and Rescue Plan for Clackmannanshire

Working together for a safer Scotland

ABOUT THE STATISTICS IN THIS REPORT

The activity totals and other statistics quoted in this report are provisional in nature and subject to change because of ongoing quality assurance and review.

Because all statistics quoted are provisional there may be differences in the period totals quoted in our reports after original publication which result from revisions or additions to the data on our systems.

From 2015-16 onwards responsibility for the publication of end-year statistical data transferred from the Scottish Government to the SFRS. This change of responsibility does not change the status of the figures quoted in this and other SFRS reports reported to the Committee.

TABLE OF CONTENTS	PAGE

DEFINITIONS

Accidental Dwelling Fire

Building occupied by households, excluding hotels, hostels and residential institutions. In 2000, the definition of a dwelling was widened to include any non-permanent structure used solely as a dwelling, such as caravans, houseboats etc. Caravans, boats etc. not used as a permanent dwelling are shown according to the type of property. Accidental includes fires where the cause was not known or unspecified.

Fire Fatality

A person whose death is attributed to a fire is counted as a fatality even if the death occurred weeks or months later.

Fire Casualty

Non-fatal casualties consist of persons requiring medical treatment including first aid given at the scene of the fire, but not those sent to hospital or advised to see a doctor for a check-up or observation (whether or not they actually do). People sent to hospital or advised to see a doctor as a precaution, having no obvious injury are recorded as precautionary 'check-ups'.

Deliberate Fire

Includes fires where deliberate ignition is merely suspected, and recorded by the SFRS as "doubtful".

Non-Domestic Fires

These are fires identified as deliberate other building fires or accidental other building fires.

False Alarms

Where the FRS attends a location believing there to be a fire incident, but on arrival discovers that no such incident exists, or existed.

Unwanted Fire Alarm Signal

Where the FRS attends a non-domestic location believing there to be a fire incident, but on arrival discovers that no such incident exists, or existed.

Primary Fires:

- Buildings (including mobile homes) fit for occupation (i.e. not wholly derelict) and those under construction.
- Caravans, trailers etc.
- Vehicles and other methods of transport (not derelict unless associated with business e.g. scrap metal).
- Outdoor storage (including materials for recycling), plant and machinery.
- Agricultural and forestry premises and property.
- Other outdoor structures including post-boxes, tunnels, bridges, etc.

Secondary Fires

- Single derelict buildings.
- Grassland etc., including heath, hedges, railway embankments and single trees.
- Intentional straw or stubble burning.
- Outdoor structures, including: lamp-posts, traffic signs and other road furniture, private outdoor furniture, playground furniture, scaffolding, signs and hoarding etc.
- Refuse and refuse containers.
- Derelict vehicles (a vehicle without a registered keeper).

INTRODUCTION

This is the half year 2018-2019 monitoring report covering the SFRS's performance and activities in support of the seven priorities in the Local Fire and Rescue Plan for Clackmannanshire 2018, namely:

- Priority 1 – Local Risk Management and Operational Preparedness
- Priority 2 – Unintentional Harm and Injury
- Priority 3 – Domestic Fire Safety
- Priority 4 – Deliberate Fire Setting
- Priority 5 – Built Environment
- Priority 6 – Unwanted Fire Alarm Signals
- Priority 7 – Transport and Environment

As well as supporting the seven priorities in the Local Fire and Rescue Plan for Clackmannanshire, this monitoring report shows how SFRS activities and performance contribute to the wider priorities of the Clackmannanshire Council Community Planning Partnership (CPP), as set out in the Local Outcomes Improvement Plan for Clackmannanshire.

PERFORMANCE SUMMARY

The table below provides a summary of activity between April 1st 2018 to 30th September 2018 compared to the same period in the previous year against headline indicators and targets. It aims to provide at a glance our direction of travel during the current reporting year.

		H1 2017-18	H1 2018-19			
		Value	Value	Target	Status	Short Trend
	HI 1 Accident Dwelling Fires	22	23	31	🔴	⬇
	HI 2 ADF Fatal Casualties	0	0	0	✅	➖
	HI 3 ADF Non-Fatal Casualties	2	8	7	✅	⬇
	HI 4 Deliberate Primary Fires	20	8	12	✅	⬆
	HI 5 Deliberate Secondary Fires	61	41	57	✅	⬆
	HI 6 Non-domestic Building Fires	15	7	12	✅	⬆
	HI 7 Fatal Casualties in Non-Domestic Building Fires	0	0	0	✅	➖
	HI 8 Non-Fatal Casualties in Non-Domestic Building Fires	1	0	1	✅	⬆
	HI 9 Unwanted Fire Alarm Signals	125	109	120	✅	⬆
	HI 10 Road Traffic Collision (RTC) Incidents	6	7	7	✅	⬇
	HI 11 Fatal RTC Casualties	0	0	0	✅	➖
	HI 12 Non-Fatal RTC Casualties	4	8	5	🔴	⬇

Key to symbols used in this report

PI Status		Short Term Trends*	
🔴	Performance is worse than target	⬆	Improving
⚠	Warning – performance is within 10% of target	➖	No Change
✅	Performance has met or is better than target	⬇	Getting Worse

* H1 2018-19, compared with H1 2017-18

Priority 1: Local Risk Management and Operational Preparedness

Description

Risk Management and operational preparedness is a key area of work for the SFRS. In Clackmannanshire, this means:

- Knowing what the risks are in Clackmannanshire and then making plans, so we are resilient to respond to any event.
- Being prepared to respond to national threats or major emergencies.
- Developing flexibility to deploy crews, to take on a broadening role within the community.
- Firefighters being quipped to deal with emergencies safely and effectively and our stations being in a constant state of readiness.
- Ensuring that firefighter safety is paramount in everything we do. This will ensure that our personnel are able to meet the challenges we face

Activity

During half year 2018-2019 we delivered our training commitment to operational firefighters which included the following:

Whole-time shifts have received Initial Casualty Assessment & Treatment providing them a better knowledge for responding to medical emergencies.

Whole-time and Retained Duty System (RDS) personnel took part in various off-station exercises focusing on incident command and breathing apparatus search and rescue.

RDS personnel took part in off station exercises to confirm their extrication knowledge to maintain their competency in extricating persons trapped in vehicles.

RDS personnel undertook familiarisation of heavy rescue and what they can achieve if they are mobilised to any incidents involving LGVs HGVS or Coaches.

RDS personnel took part in off station exercises to confirm their extrication knowledge to maintain their competency in extricating persons trapped in vehicles

RDS personnel took part in off station breathing apparatus training in which they covered fire development and how they can control fire gases and make them more aware of how to deal with potential Back Draught & Flashover.

SFRS training staff carried out familiarisation training with Scottish Ambulance Service (SAS) trainees. This is a joint working initiative developing rescue techniques and casualty centred rescues.

RDS stations have carried out swift water flood responder maintenance of skills training and how crews can safely respond to water incidents

Priority 2: Unintentional Harm and Injury

The Building Safer Communities programme is a collaborative initiative which seeks to help national and local partners and communities work together to make Scotland safer and stronger. The programme vision is of a flourishing, optimistic Scotland in which resilient individuals, families and communities live safe from crime, disorder, danger and harm.

In October 2016 a strategic assessment of Unintentional Harm in Scotland was completed. This assessment aims to provide a picture across Scotland and is intended for use as a resource of information for policy makers and local practitioners. This is the first time that the different sources of relevant data and information that inform incidents of unintentional harm in Scotland has been put together into one single strategic assessment.

The strategic assessment is designed to complement the wide range of good work that is underway across the country, both at national and local partnership level. In so doing it provides a snapshot in time of trends and is designed to inform strategic planning and help direct future action and intervention.

In setting this out, the strategic assessment identifies five areas of priority, representing both those identified as most at risk of unintentional harm; and those areas for focus of partnership activity:

- Under 5s
- Over 65s
- areas of increased deprivation
- strategic data gathering, analysis and sharing
- bridging the gap between strategy and delivery

The strategic assessment is complimented by a summary document that captures the main findings and recommends for some next steps to action.   Case studies and a short literature review of interventions to prevent and reduce unintentional harm have also been produced.

In addition a number of thematic briefing papers are available for practitioners which cover key points relating to specific unintentional harm and set out in clear format the key trends and considerations relating to:

- Children and Young People
- Older People
- Deprivation
- Home Safety
- Road Safety
- Outdoor Safety

Priority 3: Domestic Fire Safety

HI 1 – Accidental Dwelling Fires (ADF)

HI 1 Half year 2018-2019
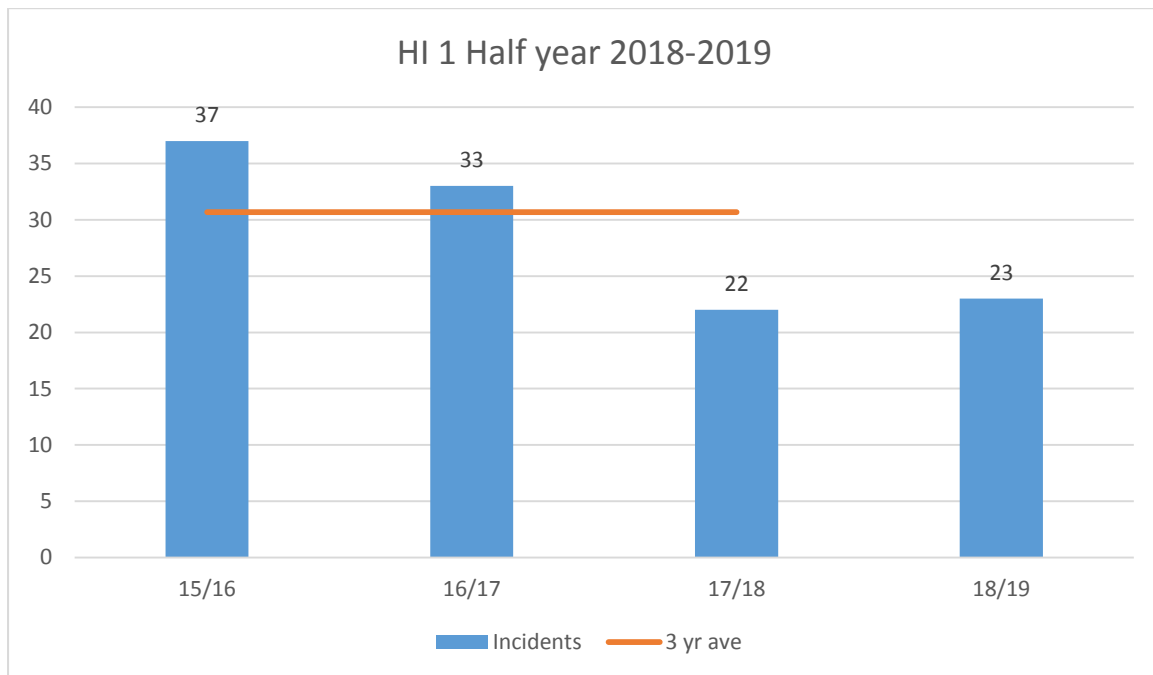
HI 2 - ADF Fatal Casualties & HI 3 - ADF Non-Fatal Casualties

HI 2 & HI 3 Half Year 2018-2019
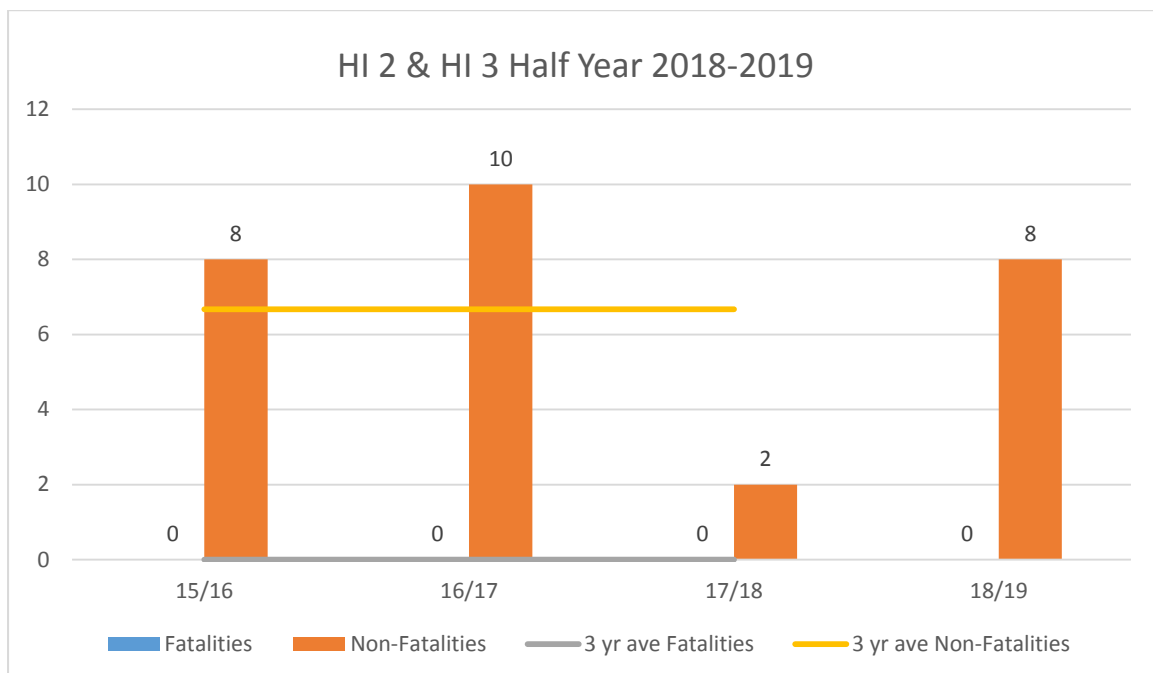
Indicator Description

The largest single type of primary fire in Clackmannanshire is accidental fires in the home and their prevention is a key focus of the Service's community safety activity.

HI 1 – Accidental Dwelling Fires (ADF)
As a headline target, the aim is to reduce the rate of ADF's, in a growing Clackmannanshire population, by keeping these fires **below 62,** each year.

HI 2 – ADF Fatal Casualties
This indicator counts those people for whom fire has been clearly identified as the cause of death, even if they die some-time after the actual fire. Those who die at, or after, the fire but where fire is **not** identified as the cause of death are not included in these figures. As a headline target, the aim is to have **0** ADF Fire Fatalities.

HI 3 – ADF Non-Fatal Casualties
This headline target counts all types of non-fatal fire injury in the home, including precautionary checks. As a headline target, the aim is to reduce the risk of injury from fire in the home, in an increasing Clackmannanshire population, by keeping fire injuries **below 13,** each year.

Performance Management

There were 23 ADF's reported during half year 2018-2019. 17 of these ADF's were cooking related.

There were 0 ADF Fatal Casualties during half year 2018-2019.

There were 8 ADF Non-Fatal Casualties during half year 2018-2019.

Priority 4: Deliberate Fire Setting

HI 4– Deliberate Primary Fires
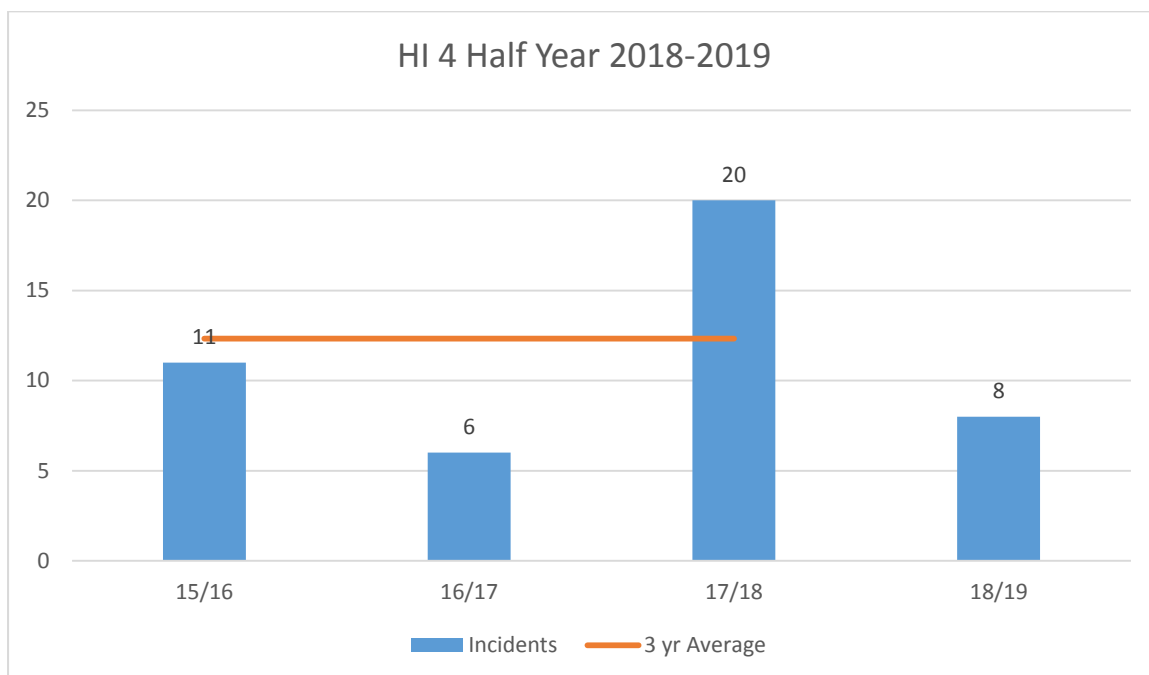
HI 5 – Deliberate Secondary Fires

Clackmannanshire 2018 – Half Year 2018-2019 Performance Report
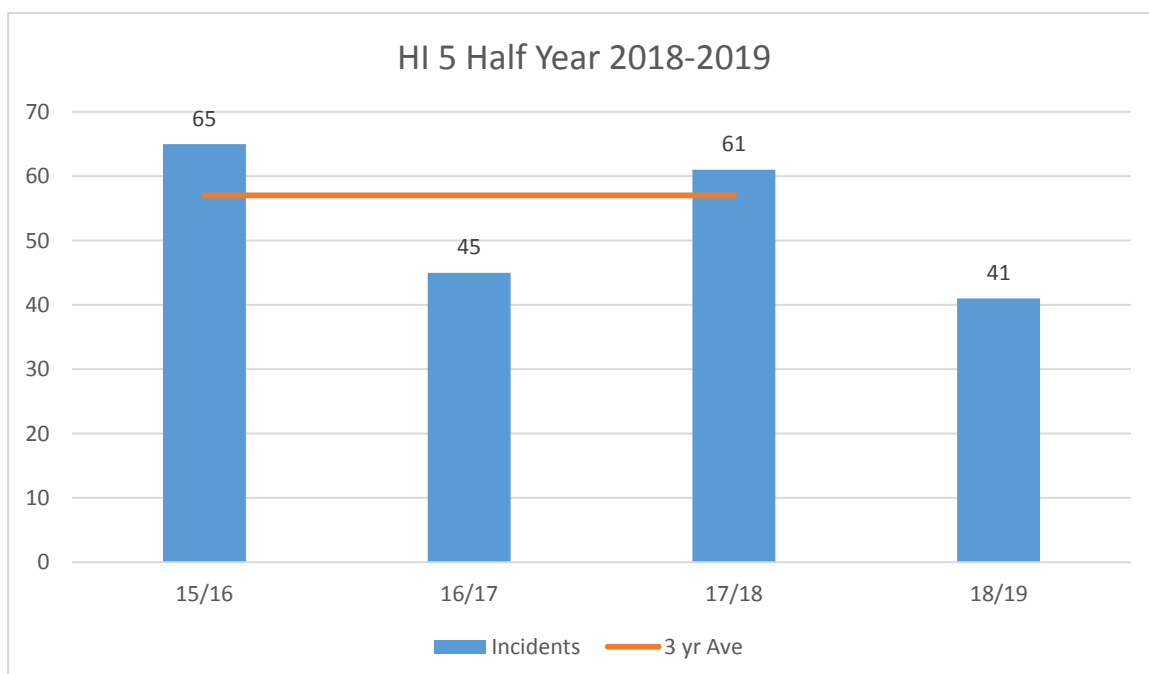
Indicator Description

These headline and indicators targets account for all types of fire that are believed to have been started intentionally, and are categorized as Deliberate Fires and Deliberate Secondary Fires.

HI 4 – Deliberate Primary Fires

These deliberate fires cover the following types:
- Fires in the home
- Firs in non- domestic buildings
- Fires in motor vehicles

As a headline target the aim is to reduce the rate of deliberate primary fires in Clackmannanshire by keeping these fires **below 19** each year

HI 5 – Deliberate Secondary Fires

These deliberate fires cover the majority of outdoor fires including grassland and refuse fires and includes fires in derelict buildings, but not chimney fires.

As a headline target the aim is to reduce the rate of deliberate secondary fires in Clackmannanshire by keeping these fires **below 74** each year

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Performance Management

There were **8** Deliberate Primary Fires reported during half year 2018-2019. There were **4** fires involving grassland, **1** vehicle, **1** prison, and **2** outdoor structure.

There were **41** Deliberate Secondary Fires reported during half year 2018-2019. This is a reduction of **20** compared to the same period last year**.**

Priority 5: Built Environment

HI 6 – Non-Domestic Building Fires
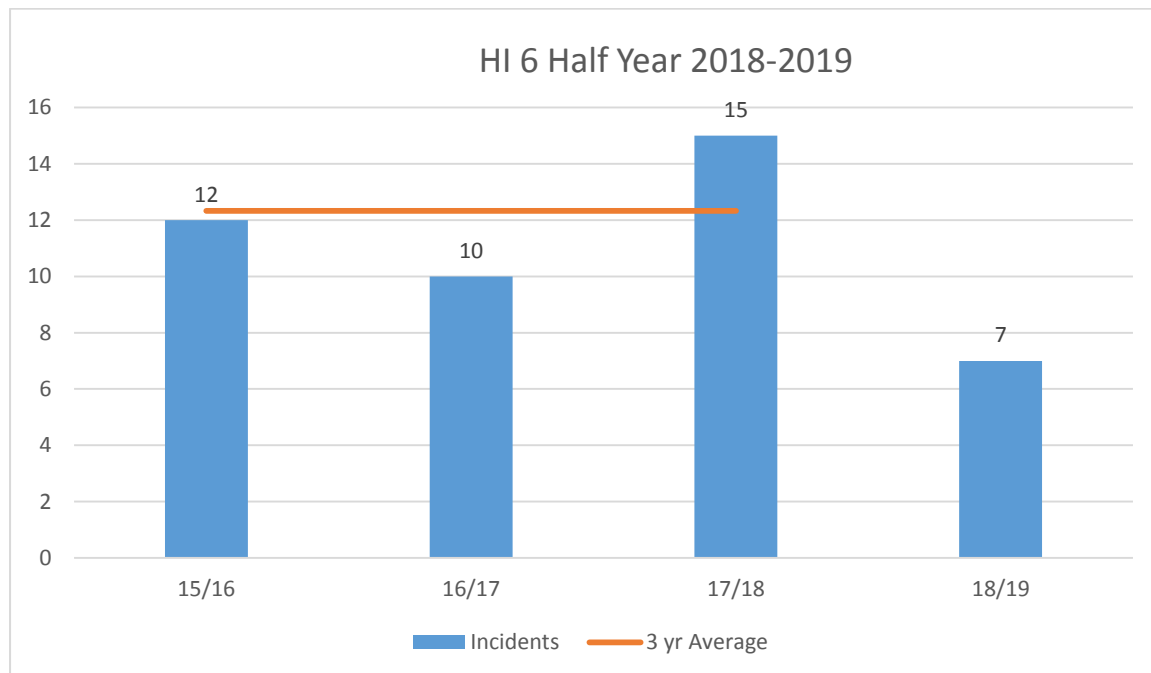
HI 6 Half Year 2018-2019

HI 7 – Fatal Fire Casualties in Non-Domestic Buildings & HI 8 – Non-Fatal Fire Casualties in Non-Domestic Buildings

HI 7 & HI 8 Half Year 2018-2019
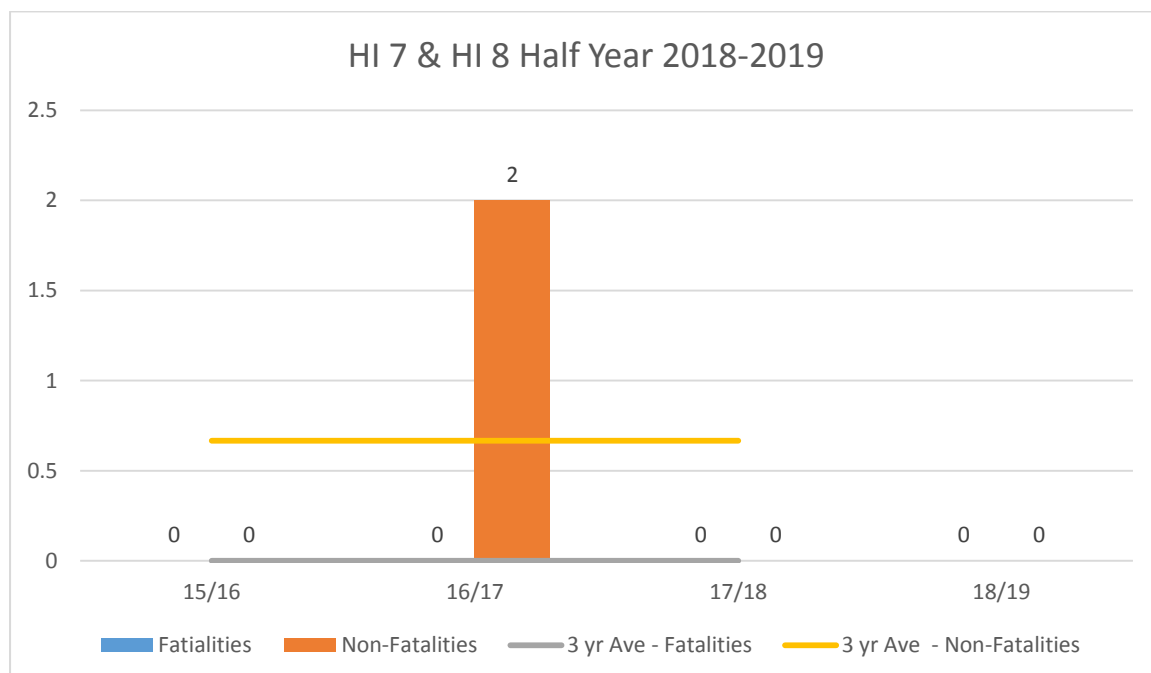
Indicator Description

These headline and indicators targets cover the types of non-domestic buildings applicable to Part 3 of the Fire (Scotland) Act 2005 and is designed to reflect the effectiveness of fire safety management in respect of these types of building. These include buildings like Care Homes, Hotels, and hospitals

HI 6 Non-domestic Building Fires Applicable to the Act

As a headline target, the aim is to reduce the rate of accidental fires in non-domestic buildings (where the Act applies), by keeping these fires **below 21**, in Clackmannanshire each year.

HI 7 Fatal Fire Casualties in Non- Domestic Building Fires Applicable to the Act

As a headline target the aim is to have **ZERO Fatal Fire Casualties** in Non- Domestic buildings.

HI 8 Non- Fatal Fire Casualties in Non-Domestic Building Fires Applicable to the Act

As a headline target, the aim is to reduce the rate of Non-Fatal Fire Casualties in Non-Domestic Buildings by keeping these below 1 in Clackmannanshire each year.

Performance Management

There were **7** Non- Domestic Building Fires during half year 2018-2019. This is a reduction of **8** compared to the same period last year.

There were **0** Non-Domestic Fatal Casualties during half year 2018-2019.

There were **0** Non-Domestic Non-Fatal Casualties during half year 2018-2019.

Priority 6: Unwanted Fire Alarm Signals

HI 9 – Unwanted Fire Alarm Signals

HI 9 Half Year 2018-2019

Year	Incidents
15/16	103
16/17	130
17/18	125
18/19	109

Legend: Incidents, 3 yr Ave
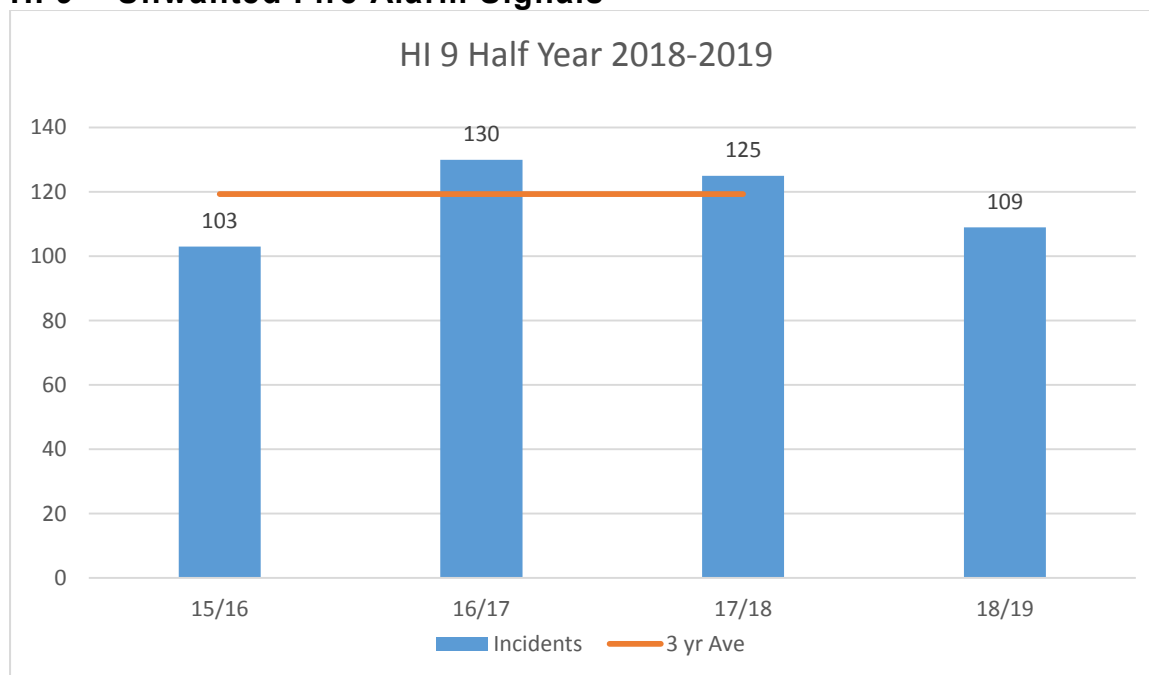
Indicator Description

Automatic Fire Alarms (AFA) are fundamental to providing early warning from fire, giving people the chance to evacuate safely. However, to be effective, they must be properly installed, and a good fire safety management regime must be in place by the duty holder, so they do not activate where there is no fire.

Every Unwanted Fire Alarm Signal (UFAS) from an AFA has an impact in terms of unnecessary blue light journeys, redirecting SFRS resources away from other activities such as community safety work and causing considerable disruption to businesses.

HI 9: Unwanted Fire Alarm Signals (UFAS)

As a headline target, the aim is to improve fire safety management and awareness, by reducing the number of attendances to unwanted fire alarm signals from automatic systems in non-domestic buildings to **less than 239** each year.

Performance Management

During half year 2018-2019 we were called out to **109** Unwanted Fire Alarm Signals (UFAS). This was a reduction of **16** compared to the same period last year.

Example of UFAS Premises for half year 2018-2019

Education Facilities x 21

Industrial Premises, warehouses, and bulk storage areas x 30

UFAS incidents create a significant number of unnecessary blue light journeys, placing our firefighters and communities at risk, and tying up resources that may be needed at a real emergency elsewhere. To reduce the impact of UFAS, we have introduced a process, that will ensure our weight and speed of response to UFAS incidents is based on risk.

Priority 7: Transport and Environment

HI 10 – Road Traffic Collision (RTC) Incidents
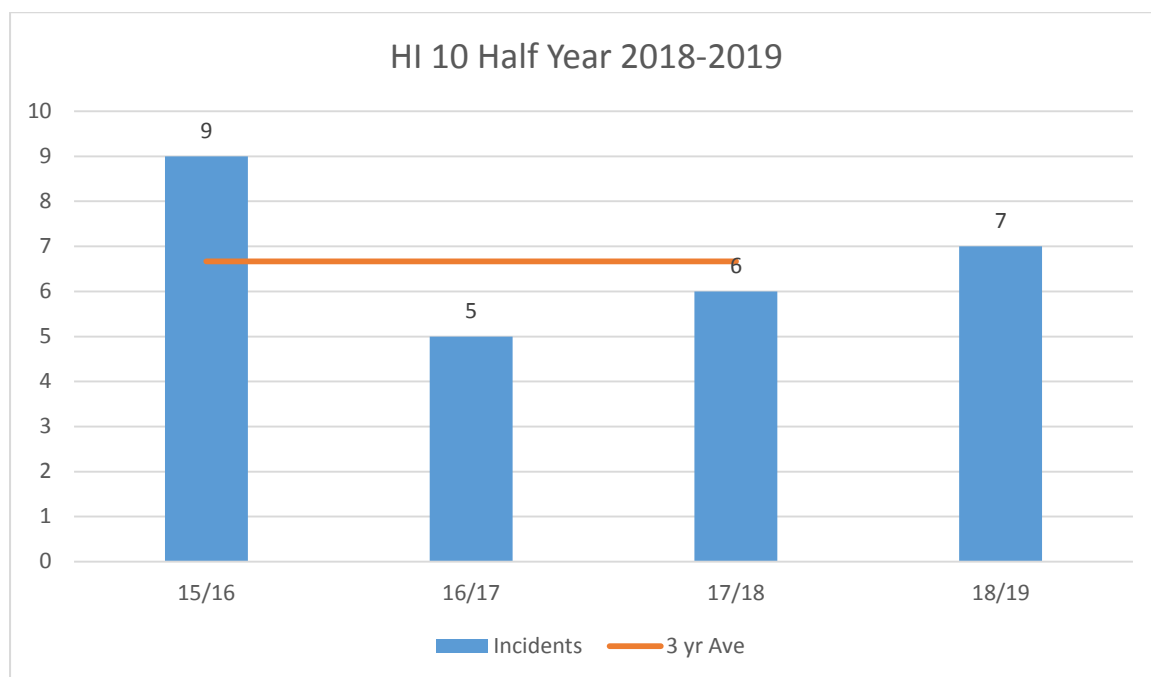
HI 11 – Fatal RTC Casualties & HI 12 – Non-Fatal RTC Casualties
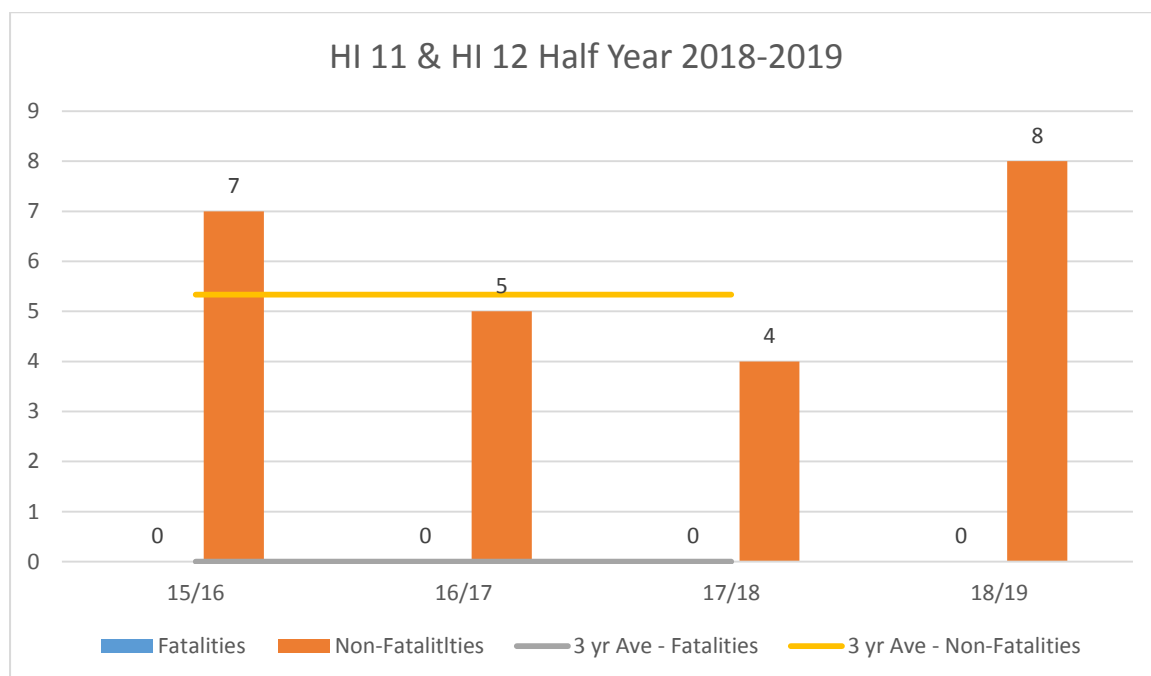
Indicator Description

The SFRS has become increasingly involved in more non-related fire prevention work, in support of its role in promoting the wider safety and wellbeing of its communities. The headline indicators and targets reflect the fact that most of the non-fire related incidents attended by the SFRS in Clackmannanshire are RTC incidents.

HI 10: RTC Incidents

As a headline target, the aim is to reduce the rate of RTC's in Clackmannanshire, by keeping them **below 16** each year.

 HI 11: Fatal RTC Casualties

As a headline target, the aim is to reduce the risk of death from RTC's in Clackmannanshire, by keeping **zero** Fatal RTC Casualties

H12 : Non- Fatal RTC Casualties

As a headline target, the aim is to reduce the risk of injury from RTC's in Clackmannanshire by keeping them **below 12** each year

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Performance Management

We attended **7** RTC Incidents, to assist in the release/extrication of the occupants of the vehicles for half year 2018-2019. This is a reduction of **1** compared to the same period last year.

There were **0** Fatal RTC Casualties during half year 2018-2019.

There were **8** Non-Fatal casualties during half year 2018-2019.

Appendix 1

Notable Event

The Community Action Team (CAT) worked in partnership with Tillicoultry Community Council in the Tillicoultry Safety Week between the 14 and 16th August. The CAT and Tillicoultry retained fire fighters were involved in the delivery of fire, personal, and home safety messages utilising the village's public venues. The success of this local safety week resulted in a 2-day open doors event at Tillicoultry fire station where the CAT and retained firefighters delivered further input on HFSV's, the dangers of poor cooking practices utilising the chip pan demo unit, and provided CPR training.

CLACKMANNANSHIRE COUNCIL

Report to: Partnerships and Performance Committee

Date of Meeting: 30th May 2019

Subject: Local Child Poverty Action Report 2019/20

Report by: Strategy and Performance Manager

1.0 Purpose

1.1. The purpose of this report is to present Clackmannanshire Councils first Local Child Poverty Action Report, required under the Child Poverty Scotland Act 2017.

2.0 Recommendations

2.1. Committee is asked to:

2.1.1. note, comment on and challenge the report as appropriate; and

2.1.2. note that the final report will be considered by the Clackmannanshire Alliance on the 7th June and published on our website thereafter.

3.0 Considerations

3.1. The Child Poverty Scotland Act 2017 and subsequent guidance on preparing Local Child Poverty Action Reports sets out the requirements on Clackmannanshire Council. Reports are required to both set out achievements over the past year and set out the local actions being taken to deliver Scotland's national strategy Every Child Every Chance: Tackling Child Poverty Delivery Plan 2018/22.

3.2. The report sets out the strong links between our key strategic plans and our enabling strategies and our key actions to tackle child poverty. This includes the recent publication of two key partnership annual reports highlighting the range of activities that the Council and our partners have delivered under our strategic Local Outcome Improvement Plan 2017/27 priorities.

3.3. The report identifies the priority areas for focus in Clackmannanshire, aligned with the Councils Corporate Plan 2018/23:

- Increasing the hours worked per household;
- Maximising benefits and grants take-up
- Enabling access to affordable credit and debt advice

- Increasing hourly pay, particularly for women
- Reducing food and fuel poverty
- Enabling affordable transport
- Enabling affordable housing
- Improving attainment
- Enabling digital inclusion
- Reducing the impact of the cost of school day
- Connecting local people and families to assets in their communities to build resilience and support.
- Improving health and wellbeing and support for vulnerable families.

3.4. Appendix 1 of the report provides the range of actions that partners are delivering to tackle child poverty to meet these priorities; these also relate to the 3 drivers of child poverty identified in Every Child Every Chance: Improving incomes through employment; Improving incomes through social security and benefits in kind and Costs of living. Additional focus is also shown on actions which promote partnership working and which help families in other ways.

4.0 Sustainability Implications

4.1. The report will have a positive impact on the following sustainability indicators: Improve quality of life in Clackmannanshire; encourage community decision making; reduce health inequalities; reduce social exclusion; target skills and training and unemployment; achieve sustainable economic development and eradicate fuel poverty.

5.0 Resource Implications

5.1. Financial Details

5.2. There are no financial implications for the Council arising from the report. The initiatives described in the report are agreed within current budgets for 2019/20.

5.3. Staffing

5.4. There are no staffing implications arising from the report.

6.0 Exempt Reports

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

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   X
Our families; children and young people will have the best possible
start in life   X
Women and girls will be confident and aspirational, and achieve
their full potential   X
Our communities will be resilient and empowered so
that they can thrive and flourish   X

(2)   **Council Policies** (Please detail)
Local Outcome Improvement Plan 2017/27
Clackmannanshire Council Corporate Plan: Be the Future 2018/23
Clackmannanshire Children's Services Plan 2017/2020

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 X   No ☐

9.0   Legality

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

10.0   Appendices

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

Appendix A) Local Child Poverty Action 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 X (please list the documents below)   No ☐

Every Child Every Chance: Tackling Child Poverty Delivery Plan 2018/23
Clackmannanshire Local Outcomes Improvement Plan 2017/27
Developing a Local Child Poverty Action Report: National Guidance
Clackmannanshire Council Corporate Plan: Be the Future 2018/23
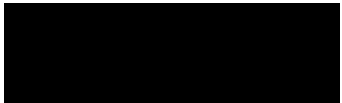
Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Strategy and Performance Manager	2365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director: Partnership and Performance	██████████████

Clackmannanshire Local Child Poverty

Action Report 2018/19

Local Child Poverty Action Report

We know that the challenge of reducing the levels of child poverty in Scotland is a complex one. Currently almost one in four children (24%) live in poverty and without significant policy intervention that proportion is expected to rise dramatically by 2030.[1]

We also know that poverty is complex to resolve; it is not explicitly linked to unemployment with around two thirds of Scottish children living in poverty living in households where at least one adult is working. Nor is it only experienced in communities defined as 'deprived', with impacts experienced in families in communities all across Scotland.

We know that poverty can have a huge impact on the health, wellbeing and educational outcomes of our young people as they enter into adulthood. Poverty can have negative impacts on children's health, cognitive development, social, emotional and behavioural development and educational outcomes. Children and families are more likely to experience significant health and social inequalities and there is increased risk of children experiencing poverty where their parents also experienced poverty as children.

We also know that reducing levels of poverty is not the sole responsibility of one agency, rather it will require the collective ambitions, efforts and resources of a wide range of partners. Addressing the challenge to reduce poverty over the next decade will require innovation, collective commitment and adaptability.

Significant bodies of research have highlighted families and households at greatest risk of poverty. These risks draw on evidence that poverty and inequality are often linked, particularly where several factors are present in a family or household. These include:

- Large families with three or more children;
- Families with a baby aged under one;
- Families where the mother is aged 25 or less;
- One parent families;
- Families in which someone is disabled;
- Ethnic minority families.

Scotland's national strategy to reduce child poverty Every Child Every Chance: The Tackling Child Poverty Delivery Plan 2018/22 identifies three key drivers of child poverty and sets out the national and local actions being taken in Scotland to tackle poverty. These are set out at Figure 1.

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[1] The Improvement Service Local Child Poverty Action Reports.

2
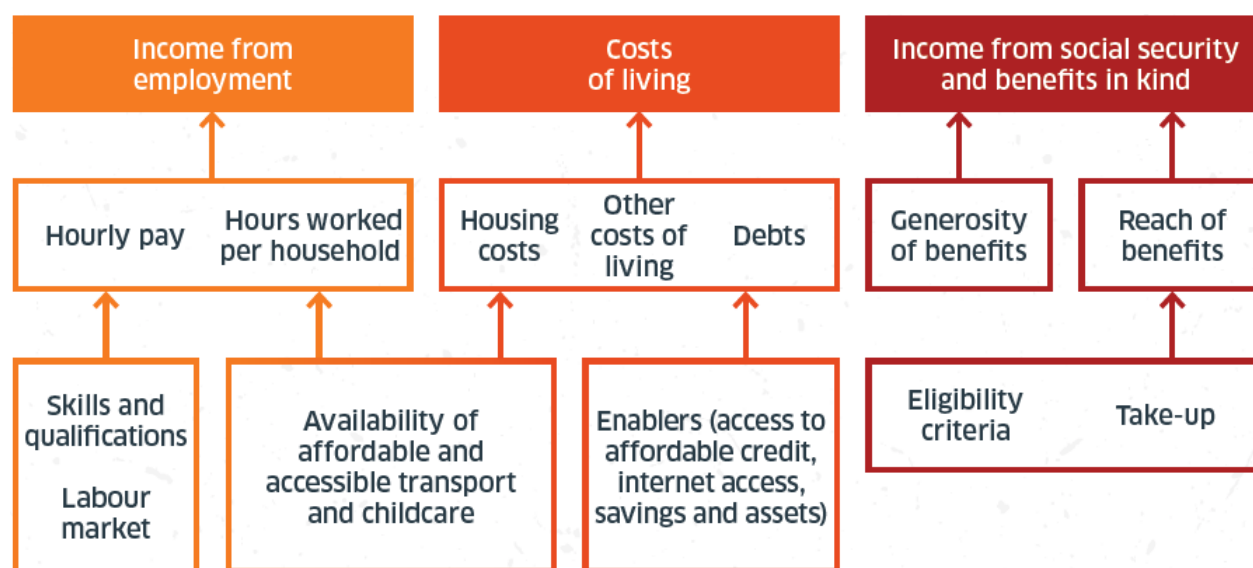
The Challenge Ahead

The Child Poverty (Scotland) Act 2017 includes four statutory targets aimed at reducing poverty in Scotland by 2030. These targets state that by 2023/24, of children living in poverty:

Less than 18% should be living in relative poverty;
Less than 14% should be living in absolute poverty;
Less than 8% should be living with combined low income and material deprivation; and
Less than 8% should be living in persistent poverty.

The Act also sets out targets, which state that by 2030/21, of children living in poverty:

Less than 10% should be living in relative poverty;
Less than 5% should be living in absolute poverty;
Less than 5% should be living with combined low income and material deprivation; and
Less than 5% should be living in persistent poverty.

An explanation of what these targets mean and how each level of poverty is defined is set out below:

Relative Poverty is defined as children in families with incomes less than 60% of the contemporary median income.
Absolute Poverty is defined as children in families with incomes less than 60% of inflation adjusted 2010/11 median income.

3

Combined low income & material deprivation is defined as children in families with incomes less than 70% of the contemporary median and who cannot afford a number of essential goods and services.

Persistent Poverty is defined as children in families who have been in relative poverty for three out of the past four years.

What are we doing locally to reduce Child Poverty in Clackmannanshire?

Along with our partners, we have a clear ambition to reduce poverty. Currently 25% of Clackmannanshire's children experience poverty (this has reduced from 27% in 2017).   All partners in Clackmannanshire recognise that we need bold action to reduce this to less than 10% by 2030, and in fact take ambitious steps to eradicate Child Poverty in Clackmannanshire altogether.   A key challenge for partners is ensuring that families don't become trapped in cycles of poverty. Working with our partners and with local communities to provide routes out of poverty for families is critical, as is ensuring that local people are connected into opportunities and support out of poverty.

Our ambition and focus is reflected in three main strategic documents, which set out intended outcomes and local work and activities to reduce Child Poverty. These are:

Strategic Partnership Plans:

- Clackmannanshire Local Outcome Improvement Plan 2017/27
- Clackmannanshire Council's Corporate Plan 2018/22
- NHS Forth Valley's Strategic Health Outcomes

Enabling partnership strategies are:

- Clackmannanshire's Children's Services Plan 2017/20
- Clackmannanshire's Corporate Parenting Plan 2018/23
- Community Learning and Development Plan 2018/23
- Community Justice Outcomes Improvement Plan 2018/23
- Clackmannanshire Young Carers Strategy 2018
- Clackmannanshire's National Improvement Framework
- Developing Scotland's Young Workforce Strategy
- Clackmannanshire's Violence Against Women Strategy 2019/20 (Interim)
- Mainstreaming Equality and Diversity 2017/2022

We have recently published two key annual reports; Our **Local Outcome Improvement Annual Report for 2017/2018** and our **Children's Services Plan Annual Report for 2017/18**. These reports provide a summary of the activities being taken forward by partners to tackle poverty in Clackmannanshire to date. Most of these initiatives are ongoing and are reflected in this report, however a number of new and developing initiatives are also included. Links to these reports are provided here:

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The Local Challenge

Jointly with our partners, we have commissioned key pieces of research to understand the challenges of poverty and inequality in Clackmannanshire. This has included a Poverty Strategic Assessment in 2017; An Economic Baseline Assessment in 2017 and Research conducted by Stirling University to Measure Social Vulnerability and the 'Clacks Effect' in 2018.

These key pieces of work have provided partners with a clear understanding of both the strengths and areas for improvement in Clackmannanshire. Clackmannanshire has much to be proud of. Its long history and rich heritage; stunning scenery and places to visit; welcoming communities and strong and proud local identity and central location and digital infrastructure all make Clackmannanshire a good place to raise a family and feel part of the community. Clackmannanshire is also benefitting from investment through the Scottish Attainment Challenge and Pupil Equity Funds and stands to benefit from significant investment opportunities through the Stirling and Clackmannanshire City Region Deal.

We do, however, recognise where we need to do more to catch up with other parts of Scotland. Post industrial impacts remain and some of our communities bear the scars and symptoms of systematic poverty and inequality. We also need to think about how we use our data and that of our partners to improve our understanding of poverty and those at greatest risk of poverty. We will develop monitoring tools to ensure that we have a better understanding of our impact on those families at greatest risk of poverty.

Our Local Outcome Improvement Plan clearly sets out our local challenge and the strategic outcomes partners are seeking to improve over the next 10 years.

Our Outcomes & Priorities

We recognise that poverty is interlinked with many other policy areas and that working with our partners to co-ordinate and focus our efforts on where we make the biggest impact will be key. We know that by raising attainment in our young people we will reduce the risk of poverty; we know that by empowering families and communities to be more resilient and to help make decisions and deliver services which are most important to them will reduce the risk of poverty. We know that addressing health and wellbeing inequalities in our communities will reduce the risk of poverty and we know that having clear strategies for inclusive growth, business, jobs and employability will reduce the risk of poverty.

Our Local Outcome Improvement Plan sets out 4 long term Strategic Outcomes for Clackmannanshire which will drive the direction of our strategic partnership working in Clackmannanshire over the next 10 years. These are:

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- Clackmannanshire will be attractive to businesses and 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.

Underpinning these strategic outcomes and reflecting on the particular needs identified in Clackmannanshire we have developed 3 Locality Priority areas for the partnership. These are:

- Improving outcomes for children and young people living in poverty;
- Improving outcomes for women and girls in Clackmannanshire;
- Improving outcomes for people living in Alloa South and East.

This Local Child Poverty Action Report includes a range of initiatives which contribute to these Strategic Priorities and Locality Priorities.

Our key areas of activity are:

- Increasing the hours worked per household, and increasing hourly pay, particularly for women;
- Maximising benefits and grants take-up
- Enabling access to affordable credit and debt advice
- Reducing food and fuel poverty
- Enabling affordable and accessible transport
- Improving attainment
- Enabling digital and financial inclusion
- Reducing the impact of the cost of school day
- Connecting local people and families to assets in their communities to build resilience and support.
- Improving health and wellbeing and support for vulnerable families.

In order to effectively address Child Poverty over the longer term, we need to create the conditions for inclusive economic growth in Clackmannanshire. We will work with our partners to develop a Growth Strategy for Clackmannanshire, which will:

- Establish Clackmannanshire as a centre for social policy and environmental innovation;
- Increase the number of jobs in Clackmannanshire;
- Enable affordable transport and improved infrastructure;
- Enable affordable and active transport;
- Increase house building in Clackmannanshire;
- Improve the digital infrastructure
- Improve qualifications and skills
- Improve labour mobility
- Increase local procurement expenditure.

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Along with our partners, including NHSFV we have jointly agreed three early priorities for focussed partnership activity over the next 2 years.   These priorities are:

- Reducing food poverty and food insecurity and developing local approaches around dignified food provision;
- Improving access to affordable transport;
- Improving digital and financial inclusion.

Appendix A sets out the actions and interventions that we have put in place to reduce Child Poverty under the three Key Drivers and additional areas of activities.

Appendix B sets out the measures we will use to track our progress to reduce poverty. We will keep these under review as our plans develop and mature.

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Appendix A - Clackmannanshire Local Child Poverty Action Report 2019/20

Action	Lead Organisation	Poverty driver(s)	Timescale for action	Group(s) the action is intended to reduce poverty amongst
Deliver Fair Start Scotland Employability Programme in Clackmannanshire through the provision of person centred 1 to 1 and group based support. The programme aims to support those who are unemployed to get into work within a year to 18 months through the provision of pre work support depending on the support needs of the participants e.g. those with intense support needs can have 18 months of pre work support where required. Participants can also access a year of in work support to help them sustain employment	Clackmannanshire Works, Clackmannanshire Council, NHSFV and third sector organisations as appropriate, employers Referral into Health for Work' service by NHSFV available to clients	Income from Employment	Ongoing since April 2018 and running to March 2023* (*where a participants joins in April 2021 and is entitled to access one year pre work support and one year of in work support	All child poverty target groups where individuals meet eligibility for Fair Start Scotland
Deliver Clackmannanshire ESF Employability Pipeline programme through the provision of person centred 1 to 1 and group based support. Pre-employment support to those unemployed to gain employment Support to participants to address multiple barriers to employment such as childcare, travel, clothes for interviews, PPE, training Support to participants to gain qualifications	Clackmannanshire Works, Economic Development, Clackmannanshire Council and third sector organisations as appropriate, employers	Income from Employment	January 2019 to December 2022	All child poverty target groups where participants have more than one barrier to progression
New (Jan 2020) – Stirling and Clackmannanshire City Region Deal (CRD), Flexible Skills & Inclusion Programme.,	Flexible Skills Co-ordinators, Clackmannanshire	Income from Employment	Scheduled for January 2020	All child poverty groups in CRD targeted communities

Programme will support the recruitment of 2 Flexible Skills Co-ordinators to co-ordinate the delivery of the CRD Skills & Inclusion Programme which comprises the development and delivery of a Community Benefits programme, Skills Pathways Plans, a Barrier Free Fund and a Fair Work Incentive.	Works, Economic Development Clackmannanshire Council			e.g. Alloa South & East
New (April 2020) - Stirling and Clackmannanshire City Region Deal (CRD), Inclusion Support Worker programme. Programme will support access to a range of barrier removal programmes e.g. adult literacy and numeracy, confidence building, wellbeing activities, self-esteem programmes, basic computing all designed to help people progress to next steps programmes where they can take full advantage of pre employability support programmes and then progress in to work	Inclusion workers, Learning and Employability Team, Stirling Council	Income from Employment	Scheduled for April 2020	All child poverty groups in CRD targeted communities.
Work to secure funding from the **Parental Employability Support Fund (£12m Scottish Government)** to deliver targeted employability support for parents from October 2019. Provision of a range of initial and progressive employability support programmes supporting progression in to work	Clackmannanshire Works, schools, nurseries, family support staff	Income from Employment	Funding available for financial year 2019/20 but allocation process to be determined	All child poverty target groups
Deliver Youth Employability Programmes (Modern Apprenticeship (MA) Employability fund (EF) Scottish Employers Recruitment Incentive (SERI) Progression of participants into work, FE, other employability support programmes, Modern Apprenticeships	Clackmannanshire Works, NHSFV supports MA's form Clacks residents	Income from Employment	Funding available annually	All child poverty groups with focus on young people aged 16 - 19

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Developing the Young Workforce Programme. Through the National Improvement Framework schools are working to improve employability and skills to develop the young workforce. A task group has been established with Forth Valley College, Developing the Young Workforce, Skills Development Scotland and Headteachers of all secondary schools. The aim of the programme is to increase the numbers of school leavers in positive destinations.	Clackmannanshire Council Forth Valley College Clackmannanshire Education Services Developing the Young Workforce Skills Development Scotland	Income from Employment	Ongoing	All child poverty groups with focus on young people aged 16 - 19
Scottish Attainment Challenge in Clackmannanshire and Pupil Equity Fund. A co-ordinated and focussed programme plan designed to improve literacy, numeracy and health and wellbeing in our schools, closing the poverty related attainment gap. The pupil equity funding is allocated directly to schools and targeted at closing the poverty related attainment gap.	Clackmannanshire Education Service	Income from Employment	The Scottish Attainment Challenge programme runs to 2021.	All young people with a focus on those schools with high levels of deprivation and free school meal entitlement.
Deliver the **Healthy Working Lives programme**, which supports employers to proactively identify health, safety and wellbeing issues in the workplace. Supportive policies and practices are developed to improve employees' physical & mental health. Ongoing programme	NHS Forth Valley (Health Promotion Service) with Scottish Centre for HWL, Environmental health (Council) NHS Health Scotland, Business Gateway Alloa, FV Chamber of Commerce	Income from Employment	Ongoing funding allocated form Scottish Government	All child poverty groups, adults aged 16 years plus

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Fit for Work Programme ended March 2019 – this supported people who had been off work > 4 weeks with vocational rehabilitation support to get back to work quickly. At national level, GP guidance was recently updated on fit notes.				
Engage with **Social Security Scotland** to support Local Delivery Teams to: • Advise people on what they're eligible to claim through the Scottish social security system; • Assist the completion of application forms; • ID and document verification; • Benefit Maximisation • Advice and support for a client whilst their application is in progress; and • If required, advice on requesting a redetermination or appeal and making a complaint will be given, however assistance on these processes will not be given. This service will be delivered through: • Dedicated, co-located service delivered from a permanent location alongside existing local services. • Regular 'surgeries' in places where our customers go i.e. Medical Centres, Community Centres etc. Visits to prison and hospitals to offer advice and support to people during their stay and in preparation for their release and discharge. • Home visits	Social Security Scotland	Income from Social Security and benefits in kind.	Funded by Scottish Government	All child poverty groups.

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Cost of the School Day A programme designed for children and young people, parents/carers and school staff to identify financial barriers and take actions to mitigate them.	Clackmannanshire Education Services Child Poverty Action Group	Costs of Living	Ongoing from Jan 2019.	All young people attending school and their families.
Food Poverty and Food Insecurity in Schools. Work with schools, nurseries and holiday hunger programmes to ensure: • access to healthy lunches and snacks as part of early years programme; • Engagement with parents on access to holiday food and grant in place for a test of change with a primary school. • An increased uptake of Healthy Start in one Clackmannanshire nursery – a test of change is being piloted. • Food, Families, Futures – A programme to ensure families can be together, prepare healthy food, eat a free lunch and take part in fund activities using schools as community hubs over the holiday periods.	Education Services, Clacks Council, Third Sector interface, NHSFV (Dietetic service) NHS FV dedicated Community Food Development Worker will be in post from Spring 2019.	Cost of living-food	Ongoing Holiday food test for change 2019.	All child poverty groups, with a focus on early years and under 16 years
Food poverty and Food Insecurity in Communities. To reduce the number of families experiencing food poverty and insecurity. • Local communities and schools continue to work with Fareshare to improve local access to affordable produce. • Clackmannanshire's Food Bank, run by The Gate charity, provides starter packs for families to ensure that they have the basic cooking equipment and utensils to prepare and cook	NHSFV (Health Visiting and Dietetics) NHSFV (Health Visiting/Midwifery) The Gate Charity CTSI	Cost of Living	Ongoing	All child poverty groups.

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meals. • Community based Cookery and learning: community groups/organisations are embedding food activities into services, organisations actively promoting the Healthy Start Scheme; practical cookery sessions delivered in target SIMD areas. • Health visitors, midwives and dieticians across Forth Valley are promoting Best Start Grants to all eligible pregnant and antenatal women. Best Start Grants aim to provide lower income families with financial support during the key early years of a child's life. • Short-life working group reviewing options for dignified food provision including holiday hunger programmes and community based kitchen/s.				
Tackling Period Poverty. To ensure that all women and girls in Clackmannanshire have access to free sanitary products. Free sanitary products are provided in schools in Clackmannanshire. Arrangements are currently being put in place to ensure that women and girls can access free sanitary products in public buildings and venues in Clackmannanshire. Work with local communities and development trusts to provide free sanitary products in community run facilities in Clackmannanshire is ongoing. **Check if health rolling out programme**	Education Services Facilities/Property services CTSI Local Community organisations/trusts. NHSFV	Cost of Living	Ongoing. Schools provision commenced in 2018. Community provision commencing in 2019/20.	All child poverty groups

Fuel Poverty/Energy Advice Clackmannanshire Council HEAT programme delivers universal energy advice for residents. Citizens Advice Bureau have commenced a new programme of fuel poverty and water savings advice called Local Energy Advice Project (LEAP). This is a referral service which aims to target 500 households over the course of the pilot scheme.	Clackmannanshire Council CAB	Cost of Living	Ongoing Pilot Programme	Universal service All child poverty groups.
Budgeting and financial advice Financial Health Check Service. A CAB office is present at Forth Valley Royal Hospital for patients to drop in for advice. This service is ongoing. Personal budgeting advice and support is being rolled out by CAB for people moving onto new benefits.	CTSI/CAB CAB	Cost of Living Income from Social Security and benefits in kind.	Ongoing Pilot Programme (Scot Gov funded)	All child poverty groups
Pathways from Poverty project. After a successful application to The Hunter Foundation Innovation Fund, partners will collaborate to deliver this pilot project which aims to connect women with support to develop enterprising and entrepreneurship learning a range of skills and capabilities along the way.	Clackmannanshire Council; NHSFV; CTSI; Voluntary Sector Organisations (CAB; Credit Union; Homestart; Action for Children; Community House: The Gate).	Cost of Living Helping families in other ways Income from Social Security and benefits in kind.	Pilot 2019/2020	All child poverty groups
Affordable Credit Commission work to understand the impact of credit and debt in Clackmannanshire and develop approaches to raise awareness and promote affordable savings and credit options.	Clackmannanshire Council NHSFV CAB Credit Union	Cost of Living	Pilot 2019/2020	All child poverty groups

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Deliver the Young Parents Project supporting young mothers to remain in education; higher education and/or employment. The Young Parents Programme links young parents with support for housing, accessing learning and employment grants, money advice and sourcing childcare. The Young Parents project works closely with the Family Nurse Partnership and with Forth Valley College; Stirling University and Skills Development Scotland.	Clackmannanshire Council NHSFV The Family Nurse Partnership Project Forth Valley College Skills Development Scotland Stirling University.	Income from Employment Income from Social Security and Benefits in Kind	Ongoing (funded by Clackmannanshire Council and ESF)	All child poverty groups: Mothers with a baby under age one; Families where the mother is under 25 years. One parent families Families in which someone is disabled
Enable digital inclusion and support for Universal Credit. Implement Universal Credit and Health to Claim initiative. Put in place digital and financial inclusion hubs in Clackmannanshire communities, and recruit Digital Champions – volunteers to assist and support people with digital access knowledge and practical skills. Work with communities to ensure people can access technology, and be supported, to develop their digital skills and capabilities. Provide Digital Support in communities in Clackmannanshire specifically to help with universal credit claims.	CTSI/CAB Local Development Trusts	Income from Employment Income from Social Security and Benefits in Kind	Externally Funded/projects and funding currently being developed.	All child poverty groups
Health – welfare rights advice. NHSFV planned work to develop an action plan & associated outcomes, supporting the mitigation of welfare reform for patients and staff within NHSFV. Actions potentially to include increasing awareness of	NHSFV (Public health & planning)	Income from Social security and Benefits in kind	Action Plan in place by end of 2019, ongoing performance monitoring	All child poverty groups

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where/how to signpost patients for WR advice; workforce planning wrt training programmes				
Scoping work for Specialist Link worker and Community Link worker roles within Primary Care to take place during 2019, aligned with Locality needs analysis & Locality planning for the HSCP	HSCP (Clacks Council, NHSFV, CTSI & SVE)	Income from Social Security and benefits in kind	2019/20, with a view to implementing SLW's CLW's – if need identified, in 2020	All child poverty groups

Implementation of **Thrive Programme** in Clackmannanshire. 16 week programme supporting parents in deprived areas to improve mental health & well being and life circumstances. 1 programme for 9 women completed in 2018. 3 programmes planned in 2019, further 3-4 programmes each year thereafter.	NHSFV in partnership with Clacks Council, CTSI, SFRS, FV College, DWP, DWP (UK Government) Supported by UK Government funding as part of the Stirling and Clacks City Region Deal.	Helping families in other ways – stage 1 & pre engagement into employability skills pipeline. Income from Employment Costs of Living	Ongoing	All child poverty groups, with focus on one parent families (CRD funding)
Develop Thrive Plus Project in conjunction with the Skills & Inclusion programme within CRD. Target 50 lone parents in Alloa S&E. Scoping & development to take place in 2019, with pilot for 2020 (aligned with Hunter foundation Pathways out of Poverty)	NHSFV in partnership with Clacks Council, DWP (UK Government). Supported by UK Government funding as part of the Stirling and Clacks City Region Deal.	Helping families in other ways	2020- 2023	All child poverty groups, with a focus on lone parents (CRD)
Family Nurse Partnership (FNP). FNP seeks to improve the rate of young mothers accessing ante natal care and post natal maternity services.	NHSFV	Helping families in other ways	Ongoing	All child poverty groups, with a focus on lone parents (CRD

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Following a pilot phase, FNP was made permanent in 2018 and expanded. The service provides support to teenage pregnancies to support them to engage with services early and throughout their pregnancy. **NHSFV (Nursing) Health Visitors** Health visitors support low income parents by guiding them to local services such as CAB & young parents project (LA). If in crisis they refer clients to food bank and sign post families to Social work services/DWP for crisis loans. Healthy start is promoted post natally (checked)				
Deliver a range of **community based mental health** support including: Stress Control – 6 week courses are delivered throughout the Council, DWP, NHS and community partners for employees to build capacity for all staff groups who support clients with stress. Workforce Development – Mental Health First Aid Applied Suicide Intervention Training (ASIST). Crisis Card Clackmannanshire Council approved a new mental health policy for employees in November 2018. A range of services are provided for employees; training opportunities are available and awareness raising campaigns. Work will commence with the IMHS and FV College to deliver stress awareness courses and workshops for employees and students with the aim of raising awareness and knowledge to recognise and manage stress and mental wellbeing.	Clackmannanshire Council NHSFV	Helping families in other ways	Ongoing	All Child poverty groups
Continue to deliver a range of **family support and**	Clackmannanshire Council	Helping families	Ongoing/Pilot	All child poverty groups.

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intervention programmes put in place in 2017/18 and monitor the impact of each. These include Functional Family Therapy; Family Group Decision Making; Intensive Family Support Team; targeted work to support families and children affected by substance misuse and the Safe and Together programme to support families affected by domestic abuse.	NHSFV Voluntary Sector Partners	in other ways	schemes	
Implement Clackmannanshire's **Sport and Active Living Framework** – promoting sport and active living for all families in Clackmannanshire regardless of their circumstances.	Clackmannanshire Council	Helping families in other ways	Ongoing	All child poverty groups.
Delivering a range of support and services to ensure that **communities are connected** and empowered to enable and provide routes out of poverty. This includes further roll out of the Place Standard Tool (PST) to build on neighbourhood strengths and assets; development of asset based approaches and self-reliant groups and work with new community development trusts established in 2018 to build community based capacity and develop new services.	Clackmannanshire Council Community Learning Development CTSI Community Development Trusts	Helping families in other ways	Ongoing/Externally funded pilot schemes.	Won't directly deliver services to child poverty groups however will contribute to community empowerment and decision making and development of new services and projects.

Resilience Learning Partnership set up in 2018 to establish a formal approach to engaging with local people with lived experienced in a way which is dignified and rewarding. This approach enables partners to learn from those with lived experience in a way which ensures appropriate financial reimbursement.	Clackmannanshire Council CPP Partners	Income from Employment Supporting families in other ways. Partnership Working	Ongoing/Social Enterprise	Won't directly deliver services to child poverty groups however will assist with learning to develop non-stigmatising and dignified approaches to delivering services
NHSFV Test of Change planned in Clacks to explore how the HV universal pathway can support strengthened referral of clients to CAB.	NHSFV Health Visitors	Income from social security and benefits in kind	Commence Autumn 2019	All child poverty groups

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Alcohol and Drug Services. Since 2015 the ADP has invested in dedicated CAB workers within local alcohol and drug services. Substance workers refer service users for support with income maximisation, housing, employment and money and debt advice and support. The recovery community provides a pathway for people that can lead to worthwhile work. Members start as a community member but can progress through volunteering and into paid employment with access to SVQ qualifications. Access to treatment from alcohol and drugs services exceeds national waiting times – 99.2% referred n 2018 were seen within 3 weeks and 100% were seen within 5 weeks.			Funded by ADP to August 2019 – alternative funding options currently being explored. Funded by ADP ADP	
Trauma informed practice agenda – NHSFV leading on developing and delivering trauma informed practice training framework across 4 scopes. Planning has taken place for workforce development during 2018/19. This will aim to reduce impact of psychological trauma, reduce re-traumatisation and prevent negative impact of intergenerational psychological trauma on families, and children.	NHSFV in partnership with, NES, NHS Health Scotland, local HSCP's.	Supporting families in other ways Partnership Working	Project runs until March 2021- Focus on making the training sustainable beyond this timescale.	Consideration across the lifespan, initial focus on adults/parents who've experienced psychological trauma.
We will continue to implement our **Readiness for Learning** programme, which aims to build a better understanding of brain development and the effects of stress linked to knowledge around attachment, nurture and trauma. In 2017/18 640 education staff have been trained in the approach with positive outcomes being reported on the numbers of P1	Clackmannanshire Council – Education Service	Supporting families in other ways Partnership Working	Implemented as part of Scottish Attainment Funding	All child poverty groups

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children on staged interventions.				
In 2019/20 we will commission research to better understand the impact of poverty on people living and in the private rented sector recognising the risks of poverty from factors associated with living in the private rented sector. As part of the research a delivery plan will be developed	CPP Partners	Income from Employment Partnership Working	Commence January 2020	All child poverty groups
In 19/20 we will commission research to better understand the barriers and potential solutions to affordable and accessible transport to, from and within Clackmannanshire. We will work with a wide range of partners on this research and associated delivery plans including, where appropriate, our neighbouring authorities.	CPP Partners	Income from Employment Partnership Working	Commence October 2019	All child poverty groups
In 2019 we will, along with our partners, hold a series of Child Poverty and Inclusive Growth events to coincide with Challenge Poverty Week in October. These events will aim to raise awareness; promote work to tackle poverty in Clackmannanshire and identify new strategic links and opportunities around poverty and inclusive growth.	CPP Partners	Partnership Working	October 2019 (potentially annually thereafter)	Won't directly deliver services to child poverty groups however will raise profile and awareness and will shape future work and partnerships.

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Appendix 2) Local Child Poverty Action Report – Performance Measures

The following profile contains a selection of indicators available at local authority level. These indicators do not measure child poverty directly in the same way as the indicators used for the national targets, but they can be used to understand the local context and how that might be changing. The indicators chosen also provide some evidence on drivers of child poverty, along with information on the groups of people that are more at risk of experiencing child poverty. The data used to evidence progress against the national Child Poverty targets are not available at Clackmannanshire level geography – only at Scotland geography.

Indicator	Poverty Driver	Clacks 2019 Value	Scottish Average	Links to key strategic plans	Data Source
% of children in low income families **All Children** **Under 16 years**	Poverty measures available at local geography	 20.4% 20.8%	 16.7% 16.8%	-	https://www.gov.uk/government/statistics/personal-tax-credits-children-in-low-income-families-local-measure-2016-snapshot-as-at-31-august-2016
% of children in working households	Poverty measures available at local geography	61.4%	63%	-	https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment/datasets/childrenbythecombinedeconomicactivitystatusofhouseholdmembersbylocalauthoritytablec1la
% Estimate of children living in poverty before housing costs	Poverty measures available at local geography	16%	13%	-	https://www.endchildpoverty.org.uk/poverty-in-your-area-2018/
% Estimate of children living in poverty after housing costs	Poverty measures available at local geography	25%	21%	CP	https://www.endchildpoverty.org.uk/poverty-in-your-area-2018/
Average Weekly Wage Total Males Females	Income from Employment	 £514 £579 £409pw	 £548 £580 £515pw	LOIP/CP	https://www.nomisweb.co.uk/
% Residents Earning Less than the Living Wage	Income from Employment			LOIP/CP	https://www.nomisweb.co.uk/
% Employment Rate 16-64 age group	Income from Employment	73.1%	3.7%	LOIP/CP	https://www.nomisweb.co.uk/
Working age population aged 16-64 (% of total population)	Income from Employment	62.9%	64.4%	LOIP/CP	https://www.nomisweb.co.uk/
% 16-19 Year-old Participation Rate	Income from Employment	89.3%	91.1%	LOIP/CP	https://www.nomisweb.co.uk/
Unemployed People Assisted into Work via Council Employability Programmes	Income from Employment	12.5%	14.4%	CP	
Employment in lower paid occupations (caring, leisure and other services; sales and customer service, elementary occupations including	Income from Employment	30%	29%		

cleaners, kitchen and catering assistants)					
Modern apprenticeship new starts (16-24)	Income from Employment	219	-		
Job Density	Income from Employment	0.48	0.81	LOIP/CP	ONS
% employees (18+) earning less than the living wage	Cost of Living				https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/adhocs/009211annualsurveyofhoursandearningsasheestimatesofthenumberandproportionofemployeejobswithhourlypaybelowthelivingwagebyworkgeographylocalauthorityandparliamentaryconstituencyukapril2017andapril2018
Council Housing Meeting the Scottish Housing Quality Standard for Energy Efficiency (	Cost of Living	100%	97.2%	CP	LGBF
Rent Arrears (as % of Rent Due in the Year)	Cost of Living	£9.06	£6.75	CP	LGBF
% of households managing well financially	Cost of Living	49%	56%		
% of P4-P7 pupils registered for free school meals	Cost of Living				https://www2.gov.scot/Topics/Statistics/Browse/School-Education/SchoolMealsDatasets/schmeals2018
18-24 year olds claiming out of work benefits	Income from Social Security & Benefits in Kind	7.5%	3.7%	LOIP	https://www.nomisweb.co.uk/
% of adults reporting a limiting long term physical or mental health condition in household with children	Helping families in other ways	23.9%	-	-	Scottish Government, Scottish Surveys Core Questions
Drug related mortality	Helping families in other ways	20.7[2]	23.8	LOIP	
Alcohol related mortality	Helping families in other ways	14.4[3]	13.5	LOIP	
<16//<20 Teenage Pregnancy rates	Helping families in other ways	6.9/45.8	4.0/32.4	LOIP	
% of young women supported through the Young Parents Project who have entered Education or employment	Helping families in other ways Income from employment	Obtaining Data		-	
% of Thrive participants with improved mental wellbeing(measured on the Warwick Edinburgh Mental Wellbeing Scale)	Helping families in other ways	Obtaining Data		-	

[2] **16/17 figure. Updated figures expected in 2019.**
[3] **15/16 figure. Updated figures expected in 2019.**

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CLACKMANNANSHIRE COUNCIL

Report to: Partnerships and Performance Committee

Date of Meeting: 30 May 2019

Subject: Partnership and Performance 2018/19 Year End Report

Report by: Strategic Director: Partnership and Performance

1.0   Purpose

1.1.   The purpose of this report is to present to committee the year end performance report for 2018/19 relating the Interim Business Plan which was considered by Committee in November 2018.

2.0   Recommendations

2.1.   It is recommended that committee note, challenge and comment on the report as appropriate.

3.0   Considerations

3.1.   Partnership & Performance is in a process of transition. The Strategic Director took up post in late August 2018, which necessitated a degree of pragmatism with respect to planning and reporting arrangements. The interim business plan for 2018/19, agreed by Committee in November 2018, therefore provides a direction of travel on the key priorities for the Directorate during a time when the Council is moving to a new organisational redesign and new working models.

3.2.   Given that organisational redesign is ongoing, the broad functions of Partnerships and Performance reflect historical functions old the previous Resources and Governance, Strategy & Customer Services and part of the Housing and Community Safety Service. In broad terms, the Interim Business Plan reflects the following functions: Accountancy; Business Support; Leisure, Libraries and Customer Services; HR Services; Internal Audit and Fraud; ICT; Legal and Democratic Services, Strategy and Performance and Revenues.

3.3.   Appendix 1 provides a summary of progress against agreed actions, performance indicators and risks in the Interim Business Plan. Despite ongoing transition, Partnership & Performance, by and large, has managed a substantial workload, some aspects of which include:

- Overseeing the Council's budget process, which led to the setting of a balanced budget on 6 March 2019;

- Overseeing the production of the Council's annual accounts which were signed off by our external auditors in September 2018;

- Supporting a snap by-election for the Clackmannanshire Central Ward that took place on 28 March 2019;

- Facilitating the development of a new corporate plan, *Be The Future*, and corporate values for the Council, which was approved by Council in December 2019;

- The establishment of the Council's Transformation Programme, with a new Transformation Manager, supported by the Improvement Service, taking up post at the start of April 2019;

- Facilitating the development of a Digital Transformation Strategy, which was approved by Council on 18 April 2019;

- Facilitating the development, engagement and publication on a number of key corporate and partnership strategies and plan including a Procurement Strategy; Community Justice Outcomes Improvement Plan 2018/22 and Sport and Active Living Framework 2018/28.

- Development and publication of statutory annual reviews as part of the Councils Public Performance Reporting Framework including the Local Outcome Improvement Plan Annual Report; Children's Services Plan Annual Report; LGBF Benchmarking Report; Risk Reports; Mainstreaming Equalities and Diversity Update Report and Climate Change Duties.

- Facilitating preparations under emergency planning, resilience and response around EU Withdrawal planning assumptions and risks.

- Supporting the provost with a programme of Civic Events throughout the year including Armed Forces Day; Citizen and Young Citizen of the Year and flag raising ceremonies. The Provost also attended Remembrance Day and hosted a visit from the Japanese Consul.

- Facilitating an Employee Survey in October 2018 and relaunching Clacks Academy in November 2018.

- A number of HR and health and safety policies were reviewed and updated to bring them better in line with good practice.

- Successful opening of an community access point integrated with Alva Primary School, which as been well received by the school and the wider community.

- Facilitating and supporting a number of community access transfers and community consultations.

3.4. There are a number of areas where progress has now been as planned. This includes: the development of a new communications strategy to support the corporate plan, visions and values; a revised scheme of delegation, a revised GDPR plan; workforce plan and, a capital investment strategy. Further to this, we are aware of significant further organisational development required in areas such as heath and safety, sickness absence, financial and other corporate governance. Whilst these aspects of work have not completed in year or reached expected performance levels, we are able to demonstrate continuous improvement in many of these areas. Any aspects that have not completed in-year will be carried forward into our 2019/20 business plan.

3.5. Further to the above, the directorate has managed attendance at levels favourable to most areas of the Council, delivered over 90% of savings agreed in the 2018/19 budget and managed a substantial year end underspend, making a good contribution to the corporate challenge in these areas.

Conclusion

3.6. Partnership & Performance is in a period of significant transition. Despite this, the year end progress report indicates that it has delivered a substantial number of outputs, which will impact positively on the Council's agreed outcomes. There are some areas where progress has been slower than planned, however, these will be carried forward to the 2019/20 business plan.

4.0   Sustainability Implications

4.1   There are no direct sustainability implications arising from the recommendations in this report.

5.0   Resource Implications

5.1   No financial or staffing implications arise from the report.

6.0   Exempt Reports

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

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   X
Our families; children and young people will have the best possible
start in life   X
Women and girls will be confident and aspirational, and achieve
their full potential   X

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

(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 X Not applicable.

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 - Partnerships and Performance Year End Report 2018/19

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 X

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Strategy and Performance Manager	2365
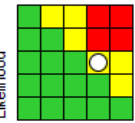
Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	██████████

Partnership & Performance

Business Plan 2018-19 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		

ACTIONS

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 001	Support the Provost to plan & deliver a sustainable programme of civic events in 2018/19 within approved budget	31-Mar-2019	100%	✅	A number of civic events were held last year including Armed Forces Day, Clackmannanshire Awards (Citizen and Young Citizen of the Year), flag raising ceremonies. The Provost also attended Remembrance Day which is organised by RBLS and hosted a number of events including Christmas Carols concert in the atrium and visit from the Japanese Consul.	Alison Bryce
P&P 18 002	Support consultations on major priorities: - Corporate Plan 2018/2022 - Budget	31-Mar-2019	100%	✅	Major consultations were carried out in 2018/19 on the Councils Corporate Plan 2018-2022 - Be The Future; and the Councils 2019/20 budget engagement.	Cherie Jarvie
P&P 18 003	Implement Community Justice partnership plan	31-Mar-2019	100%	✅	The service continues to support the co-ordination of the Community Justice Partnership and the implementation of the Community Justice Outcomes Improvement Plan 2018/23. Key achievements in 2018/19 include the Community Justice Ambassador Programme; Youth Justice Conference held with senior phase pupils at Lornshill Academy; the Resilience in the face of Adversity conference for stakeholders in Clackmannanshire and the ongoing work with partners on trauma informed approaches and practice. The partnership has recently completed a self validation exercise with the Care Commission through a national pilot. The exercise has been positive and has informed the partnerships continued improvement for 2019/20.	Cherie Jarvie
P&P 18 004	Develop new Corporate Communications Strategy to support transitional priorities	31-Mar-2019	80%	🛑	This action will be carried forward to the 2019/20 Business Plan. The service intends to develop a corporate communications strategy which will support the Councils Corporate Plan 2018/22, however there has been some slippage with the corporate plan being approved in December 2018. We do, however, have a communications forward plan which is updated and agreed by all services and considered by SLG on a monthly basis. This plan provides the programme of planned communications activities for Clackmannanshire Council.	Cherie Jarvie
P&P 18 005	Publish a new Corporate Plan.	31-Mar-2019	100%	✅	A new Corporate Plan was approved by Council in December 2018.	Stuart Crickmar

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 006	Report annual reviews as part of corporate Public Performance Reporting Framework.	28-Feb-2019	100%	✅	Partnership and corporate reviews reported for Local Outcomes Improvement Plan, Benchmarking, Risk, Audit, Equalities, Childrens Services Plan and Climate Change Duties. PPR web pages aligned to new corporate structure and updated quarterly with links to all key plans and performance reports at a service, corporate and partnership level.	Cherie Jarvie
P&P 18 007	Implement an annual corporate self-assessment process and explore options for validation of assessment	31-Mar-2019	100%	✅	Corporate self-assessment and the corporate governance approach have been merged and are being taken forward within the governance assurance process. The outcome of this will be reported to Council in June as the Annual Governance Statement, within the Annual Accounts.	Cherie Jarvie
P&P 18 008	Review and update major corporate and community planning strategies in line with legislation and agreed review periods	31-Mar-2019	100%	✅	The service has contributed to the development of the Council's Corporate Plan 2018-2022; Community Justice Outcomes Improvement Plan 2018/2023, Sport and Active Living Framework 2018/2028, Equally Safe Delivery Plan 2019/20 and Local Child Poverty Action Report (LCPAR).	Cherie Jarvie
P&P 18 009	Support the preparation and publishing of annual reports on corporate and community planning strategies in line with legislation.	31-Mar-2019	100%	✅	All annual reports have been completed and published in line with related national legislation and guidance. See update on completion of annual reviews.	Cherie Jarvie
P&P 18 010	Develop and prepare approaches to meet the Child Poverty (Scotland) Act requirements including the preparation of an annual report.	31-Mar-2019	100%	✅	The service along side our partners are developing the Council's Local Child Poverty Action Report (LCPAR) which is due to be published by the end of June. With partners we have undertaken a mapping exercise of key activities and services which contribute to tackling child poverty and the delivery of Scotland's strategy Every Child Every Chance 2018/2022. A gap analysis has also been completed to identify areas for improvement and focus of partnership efforts to tackle poverty over the coming years. Tacking child poverty is a strategic outcome in the Local Outcome Improvement Plan 2017/27 and a key priority in the Councils Corporate Plan 2018/22.	Cherie Jarvie
P&P 18 011	Implement actions from Corporate Gaelic Language Plan 2015-2020	31-Mar-2019	75%	🛑	The majority of corporate actions have now been completed, however some work is required to refresh the Gaelic Language Delivery Plan around Gaelic language acquisition in schools and in communities. The plan will require to be revised in 2019/20 and brought to committee in due course.	Cherie Jarvie

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 012	Ensure that Community Planning structures and governance are fit for purpose and compliant with legislation and enable delivery of key partnership strategies.	31-Mar-2019	100%	✓	The Clackmannanshire Alliance approved new governance arrangements and partnership structure in December 2018. The purpose of the review was to streamline decision making and align partnership structures more effectively around the agreed LOIP Priorities. As part of that work the Alliance Memorandum of Understanding has been revised.	Cherie Jarvie
P&P 18 013	Provide, and prepare for, emergency planning resilience and response for major incidents.	31-Mar-2019	100%	✓	A significant element of emergency planning resilience and response in 2018/19 has been in planning around the EU withdrawal planning assumptions and risks. The service was also involved in the 'beast from the East' weather incident in 2018 and provided support on business continuity during the incident and debrief and learning post incident. Statutory plans including COMAH, Business Continuity plans and Corporate Generic Emergency Plans are all in place. Partnership working is ongoing at Local, Regional and national levels as well as with communities to develop local resilience.	Cherie Jarvie
P&P 18 014	Implement agreed Mainstream Report for Equalities Outcome actions	31-Mar-2019	100%	✓	The 2-year Mainstreaming Equality and Diversity progress report was approved by Council on 18th April. Key achievements in 2018/19 included the development of the British Sign Language Plan for Clackmannanshire and roll out of Equality and Diversity elearning for all Council employees.	Cherie Jarvie
P&P 18 015	Develop a business case to explore the costs and benefits of potential Council/Police Scotland Integration at Kilncraigs	31-Mar-2019	100%	✓	The business case continues to be developed and will now be considered by Clackmannanshire Council and SPA Board in autumn 2019. A briefing paper will be considered by P&P committee in May 2019 to provide an update on progress, key considerations and next steps.	Stuart Crickmar
P&P 18 016	Ensure deployment of the corporate CONTEST delivery plan	31-Mar-2019	100%	✓	The CONTEST delivery plan for 2018/19 has been delivered. The service continues to be involved at the regional Prevent SPOC leads meeting and the Forth Valley Contest Board alongside our partners. The service has represented the Council at a number of awareness raising and training events over the reporting year. Completion of the National Prevent Performance Questionnaire was carried out in February 2019. Prevent elearning training and WRAP training continues to be delivered and completion rates monitored.	Cherie Jarvie
P&P 18 017	Ensure deployment of the corporate Serious Organised Crime delivery plan	31-Mar-2019	100%	✓	Ongoing strengthening of various processes, including the Corporate Risk and Integrity Forum, so senior managers now receive quarterly SOC updates. Positive feedback from Police Scotland awareness session (32 attendees). In depth regional course for managers and staff being held in May.	Stuart Crickmar

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 018	Establish the Council's Transformation Programme	31-Mar-2019	100%	✅	Council's transformation programme was approved at Council in March 2019. The Councils Transformation Manager took up post in April 2019.	Stuart Crickmar
P&P 18 019	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-2019	100%	✅	Leisure prices have increased to ensure full cost recovery is achieved. Service Manager is also working with colleagues to create a dynamic pricing strategy which will be presented to Council for approval.	Brian Forbes
P&P 18 020	Develop a strategic position statement for Sport and Active Living in partnership with Education Services	31-Mar-2019	50%	🛑	Work is ongoing with partners to develop a strategic statement for Sport and Active Living in partnership with Education. The Councils Sport and Active Living Framework 2018/28 was approved last year.	Brian Forbes
P&P 18 021	Complete re-provisioning of Community Access Points In line with Council Budget (relocate Alva CAP to Alva Primary School; Sauchie CAP to Sauchie Hall).	31-Mar-2019	50%	🛑	Alva Community Access Point move into Alva Primary School was successfully completed in December 18. Close partnership have now already developed between Customer Services and our education partners. Sauchie CAP is earmarked to move into Sauchie Hall by August 19. Works will begin on this project from 1st June 19 with the view to the project being complete and the new services opening up to the public in August 19	Brian Forbes
P&P 18 022	Revise corporate digital strategy and transformation programme	31-Mar-2019	100%	✅	The Council's Digital Strategy 2019-25 was approved by Council on 18th April 2019. This is a key enabler of the Council's corporate plan, Be the Future, setting the vision, principles and strategic direction.	John Munro
P&P 18 023	Continue to develop mechanisms for information management and records management	31-Mar-2019	50%	🛑	Information Governance group established with remit to implement the Councils approved records management policy. Programme of work ongoing to deliver the published Records Management Plan, as per Public Records Scotland Act.	John Munro
P&P 18 024	Consider options for public facing booking and payment systems	31-Mar-2019	100%	✅	Reviewed other LA's and reviewed options from Crown Commercial Services Digital Market Place, appointing GOSS Ltd.	John Munro
P&P 18 025	Develop Citizen Portal to replace current Council website to ensure integration with back office systems and generate efficiencies	31-Mar-2019	50%	🛑	Reviewed other LA's and reviewed options from Crown Commercial Services Digital Market Place, appointing GOSS Ltd. Key functions for book and pay in place, integrating with payment engine and finance system. Prototype Citizen Portal in place and being tested.	John Munro
P&P 18 026	Enable digitisation and automation of processes in planning, building standards and licensing.	31-Mar-2019	95%	🛑	Base application has been moved to the suppliers hosted environment, enabling an on line portal for the general public to check planning, building standards and licencing enquiries. Work has been scheduled for mobile enablement of planning & building standards to be complete by the summer.	John Munro

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 027	Put in place and implement programme of ICT infrastructure	31-Mar-2019	100%	✅	Programme in place including fibre upgrade to networking connectivity to key sites.	John Munro
P&P 18 028	Put in place and implement mechanisms and processes for cyber security for Council ICT systems.	31-Mar-2019	100%	✅	Cyber Essentials certification achieved and plans progress for Cyber Essential Plus (expected replacement for PSN). Security checking by PSN accredited services is now incorporated into business as usual where outputs from the audit generate service desk tasks and annual compliance checks assure a high level of standards are maintained.	John Munro
P&P 18 029	Continue to review all HR policies and procedures on a rolling basis to ensure they are fit for purpose and sustainable.	31-Mar-2019	100%	✅	HR Policies have continued to be reviewed through financial year 19/20. These included, Temporary and Fixed Term Workers, Occupational Health. Adverse Conditions, Student Placement, Taking on Volunteers, Job Evaluation, Domestic Abuse, Alcohol and Drugs, References, Smoking, carers and speical leave. A revised plan will be developed for 19/20.	Chris Alliston
P&P 18 030	Roll out the PRD function in the Itrent system	31-Mar-2019	100%	✅	The Corporate PRD functionality has been developed and tested in iTrent. On agreement with Strategic Director (P&P) roll out will be in June 2019 to align with the publication of finalised Business Plans. ERD, the education review process, has been rolled out.	Chris Alliston
P&P 18 031	Deliver and promote Clacks Academy for all Council employees to support corporate priorities	31-Mar-2019	100%	✅	Clacks Acsdemy was relaunched in November 2018 and is refreshed each year with updated training calendar and course content.	Chris Alliston
P&P 18 032	Put in place robust approaches to support Health and Safety compliance and identified improvements	31-Mar-2019	50%	🔴	H&S continues to be a corporate priority. A number of policies have been developed/updated and systems put in place to ensure robust approaches to support Health and Safety compliance. It is recognised that further work requires to be done to bring about the desired corporate culture for H&S. Ongoing work is in place in terms of asbestos management and we have engaged positively with the HSE on this and other matters.	Chris Alliston
P&P 18 033	Develop a corporate policy for managing over and underpayments	31-Mar-2019	100%	✅	Following IA recommendation policy on over and underpayments was developed and approved in 18/19.	Chris Alliston
P&P 18 034	Engage with NHS and Stirling Council to develop and improve management information reporting to Health and Social Care Partnership	31-Mar-2019	50%	🔴	Work is ongoing with HSCP partners on matters related to H&S. Collaborative work has resulted in H&S policy statement. This will be a continue area of development and engagement.	Chris Alliston

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 035	Undertake Employee Survey	31-Oct-2018	100%	✅	The Staff Survey was undertaken during October 2018 and outputs tabled at Council in January (Employee Voice). Outputs will form part of the Councils Work Force Plan.	Chris Alliston
P&P 18 036	Deliver the Internal Audit and Fraud plan as agreed with the R&A committee and undertake ad hoc investigations into alleged serious breaches of the Council's policies.	31-Mar-2019	100%	✅	Internal Audit Plan delivered in full.	Gordon O'Connor
P&P 18 037	Re-drafting of Standing Orders and the Scheme of Delegation	31-Mar-2019	5%	🛑	This will progress once the final management structure has been agreed. Some work has been carried out reviewing other councils' governance documents	Lindsay Thomson
P&P 18 038	Provide Legal support to the implementation of the capital asset strategy and the development and delivery of the community asset transfer process	31-Mar-2019	20%	🛑	Paper prepared for Council on the decision making structure for community empowerment applications. First application has been received.	Lindsay Thomson
P&P 18 039	Prepare revised direction for the HSCP	31-Mar-2019	0%	🛑	Awaiting Scottish Government guidance on directions - expected in the autumn	Lindsay Thomson
P&P 18 040	Prepare and implement the GDPR plan	31-Mar-2019	50%	🛑	Project plan reviewed following internal audit findings. Implementation actions across Information Management Group	Lindsay Thomson
P&P 18 041	Work with partners to establish the governance framework for CRD	31-Mar-2019	80%	🛑	Joint Committee established, standing orders agreed. Clacks Commission established and Council agreement for Joint Commission. Joint work continuing to complete Governance Framework document for SG	Lindsay Thomson
P&P 18 042	Complete the review of polling places	31-Mar-2019	75%	🛑	Final proposals to be presented to Council after recess following 2 stage consultation process	Lindsay Thomson
P&P 18 043	Deliver a revised Statement of Licensing Policy	11-Dec-2018	100%	✅	Approved by Licensing Board and published on website	Lindsay Thomson

Code	ACTION	By When	Progress	Status	Latest Note	Lead
P&P 18 044	Develop a corporate procurement strategy to align with the introduction of new procurement legislation	31-Mar-2019	100%	✅	The Corporate Procurement Strategy was approved at Partnership and Performance Committee in January 2019 and thereafter Council in February 2019.	Lindsay Sim
P&P 18 045	Implement the corporate budget strategy and budget setting timeline as agreed by Council.	31-Mar-2019	100%	✅	The Councils budget was approved at Special Council on the 6th March 2019.	Lindsay Sim
P&P 18 046	Implement the capital investment strategy	31-Mar-2019	5%	🛑	The Capital Investment Strategy will be developed during 2019 in line with a comprehensive review of the Councils strategic investment priorities.	Lindsay Sim
P&P 18 047	Ensure that Partnership and Performance operates to very highest standards of Governance	31-Mar-2019	100%	✅	The Service continues to review service information and records management in line with GDPR/Data Protection legislation. Mandatory training undertaken by staff relating to these areas. Health and Safety Policies deployed and adhered to, risk assessments undertaken and reviewed on a regular basis.	All managers
P&P 18 048	Develop, with staff involvement, clear service L&D priorities linked to objectives, risk and opportunities	31-Mar-2019	100%	✅	Training needs and requirements were highlighted through PRD process. Bids were submitted through the corporate process and the majority of training has now been completed.	All managers
P&P 18 049	Sample assess 10% PRDs to ensure all are done and high standards are maintained	31-Mar-2019	100%	✅	All PRDs completed by the service. The majority of service areas sample for quality.	All managers
P&P 18 050	Ensure full deployment of H&S policy and procedures	31-Mar-2019	100%	✅	H&S policies are cascaded to staff and signed off thereafter.	All managers
P&P 18 051	Ensure full deployment of HR service policies and procedures including mandatory learning and development requirements.	31-Mar-2019	100%	✅	Cascades on new policies are carried out at regular meetings and sign off completed where appropriate. Mandatory learning is discussed regularly and uptake monitored.	All managers
P&P 18 052	Implement budget savings agreed in 2018/19 budget.	31-Mar-2019	100%	✅	All identified savings achieved/compensatory savings delivered.	All managers
P&P 18 053	Ensure compliance with GDPR/DP	31-Mar-2019	100%	✅	All staff have completed the mandatory training module on Clacks Academy for Data Protection and GDPR.	All managers

PERFORMANCE MEASURES

Code	Description	2016/17 Value	2017/18 Value	2018/19 Value	2018/19 Target	2018/19 Status	Long Trend	2018/19 Note	Lead
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£6.05	£2.90				❓	This is an LGBF indicator. The most recent data available is for 2017-18.	Murray Sharp
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	95.9%	96.1%	95.9%	96.0%	✅	⬇	This is marginally down on same position last year (96.14%), outline reasons will be explored for the annual review of debtors due at Council on 27th June.	Murray Sharp
P&P FOI GOV	% FOI enquiries responded to within timescale - Partnership & Performance	93.3%		92.2%	100.0%	⚠	⬇	92% of FOI enquiries dealt within timescale. 19 enquiries outwith timescale - the majority due to extensive investigation. The Service continues to monitor the performance relating to timescales and will look to improve this further.	Alison Bryce
PRP AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)			9.2	11.0	✅	❓	This is a new indicator. Performance is in line with target. It is also favourable compared to most other areas of the Council. Analysis illustrates that long term absences are increasingly impacting on performance. In line with wider corporate initiatives, attendance management remains a high priority for management supervision and scrutiny. This is being intensified in an attempt to bring performance levels within more reasonable tolerances.	All managers
GOV AUD 001	Percentage of Internal Audit plan completed		100%	100%	100%	✅	▬	Internal Audit Plan delivered in full.	Gordon O'Connor
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	16.6%	14.0%				❓	This is an LGBF indicator. The most recent data available is for 2017-18.	Derek Barr
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.015%	0.400%	0.500%	0.015%	🛑	⬇	There were two major incidents in year which impacted upon availability of email and telephone systems. Remediation and Improvement plans have been put in place to address the issues identified. Outwith these specific incidents system availability has remained at a high level.	John Allan; John Munro
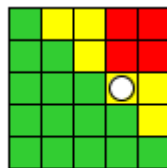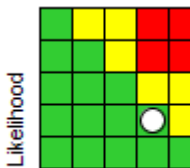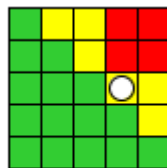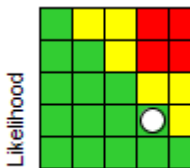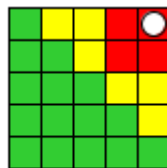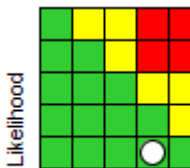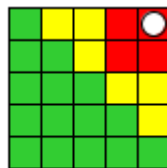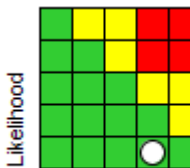
Code	Description	2016/17	2017/18	2018/19				2018/19	Lead
		Value	Value	Value	Target	Status	Long Trend	Note	
RAG CRD 003	Invoice Payment Within 30 Days	81.1%	89.8%		88.0%		[?]	This is an LGBF indicator. The most recent data available is for 2017-18.	Ashley MacGregor; Lindsay Sim
RAG FIN 001	The cost of support services (definition as per Local Financial Return) as a percentage of gross general fund expenditure	7.1%	6.9%		4.5%		[?]	This is an LGBF indicator. The most recent data available is for 2017-18.	
CUS CAP 001	Satisfaction with overall experience of Community Access Points	99.1%	98.8%	96.4%	99.0%	✅	⬇	High levels of customer satisfaction were still maintained throughout the year, given that three service locations closed to the public and Alva CAP moved locations into Alva Primary School.	Brian Forbes
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	96.7%	96.4%	95.1%	99.0%	✅	⬇	High levels of satisfaction achieved, despite increased call waiting times due to reduction in staff numbers.	Brian Forbes
CUS LEI 007	Number of attendances at sports facilities (dry sports facilities & swimming pools)	538,695	490,846	557,046	490,000	✅	⬆	Very positive performance, with a 13.5% increase in visits to dry sports facilities & swimming pools.	Brian Forbes
CUS LEI 008	Cost per attendance at sports facilities (dry sports facilities & swimming pools)	£1.70	£1.00		£2.71		[?]	This is an LGBF indicator. The most recent data available is for 2017-18.	Brian Forbes
CUS LEI 01c	Number of visits to Dry Sports Facilities	432,481	389,413	456,833	390,000	✅	⬆	Very positive performance, with a 17% increase in visits to Dry Sports Facilities.	Brian Forbes
CUS LIB 009	Cost per visit to libraries	£1.28	£0.93		£2.08		[?]	This is an LGBF indicator. The most recent data available is for 2017-18.	Brian Forbes
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	97.1%	100.0%	100.0%	100.0%	✅	⬆	High levels of customer satisfaction maintained.	Brian Forbes
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	54.6%	55.4%		50.8%		[?]	This is an LGBF indicator. The most recent data available is for 2017-18.	Rose Hetman; Cherie Jarvie
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	3.5%	1.6%		0.0%		[?]	This is an LGBF indicator. The most recent data available is for 2017-18.	Rose Hetman; Cherie Jarvie
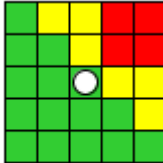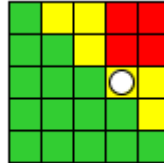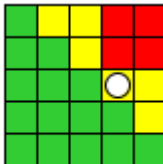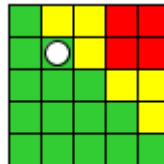
Code	Description	2016/17 Value	2017/18 Value	2018/19 Value	Target	Status	Long Trend	2018/19 Note	Lead
SCS C03 CUS	% formal complaints dealt with by Strategy & Customer Services that were upheld/partially upheld	56.25%	84.62%	23.08%	50%	✅	⬆	We have seen positive trends in the % of complaints upheld or partially upheld. The service will take forward work in 19/20 to improve recording and reporting of complaints data.	Brian Forbes
SCS C10 CUS	Percentage of formal complaints closed within timescale during period - Strategy & Customer Services	93.75%	100%	61.54%	100%	🔴	⬇	Performance has fallen and the target has not been achieved. The service will take forward work in 19/20 to improve recording and reporting of complaints data.	Brian Forbes
SCS CNQ BUS	% of Councillor Enquiries dealt with by Strategy & Customer Services within timescale	50.0%	80.0%	76.7%	100.0%	🔴	⬆	Seven enquiries were dealt with outwith the response date. Four enquiries related to Community Asset Transfer issues which required consultation with Legal Services and relevant Trusts. The Service continues to monitor enquiries with a 17% increase on enquiries received from the previous year.	Alison Bryce
SCS MPQ BUS	Percentage of MP/MSP enquiries dealt with by Strategy & Customer Services within timescale	100.0%	60.0%	72.4%	100.0%	🔴	⬇	8 enquiries were dealt outwith the response period. Four of these enquiries related to Community Asset Transfer which involved consultation with the Trusts and Legal Services. The Service continue to monitor response periods, however it is worth noting the Service received 29 enquiries in this period compared with 5 in the same period last year.	Alison Bryce
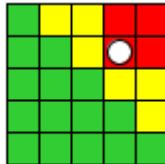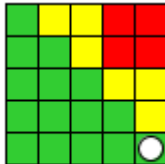
Service Risk Register 2018-19
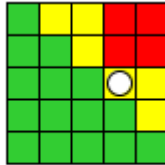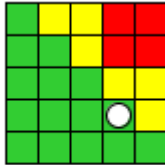
ID & Title	COU CRR 009	Information is not protected due to lack of compliance with information sharing, data protection, records management or IT principles/protocols (Confidentiality, Integrity & Availability), or poor management of information leads to inefficiency (duplication across multiple systems) and decisions based on poor quality/inaccurate business intelligence.	Status	⚠️	Managed By	Stuart Crickmar	Current Rating	12	Target Rating	8

Potential Effect	Legal/reputational/financial implications from breaches, inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or uninformed decision-making if information not available/used.			

Related Actions	COU GDP 000	GDPR Implementation Project Plan	Internal Controls	Information Sharing Protocols
	CRR P&P IT1	Develop & deliver the Council's Digital Transformation Strategy		GDPR Guidance & Training
	EXA BVA 1A4	Develop a programme of digitisation to support redesign and service change		Records Management Working Group

Latest Note	Ongoing work and education around technical and operational controls. CyberEssentials achieved. Focus on Clacks Academy mandatory training. Ongoing consolidation of systems. Council reorganisation brings negative impacts to management of information. Terms of Reference for Information Governance Group approved by ESLG. Digital Strategy going to Council 18th April.
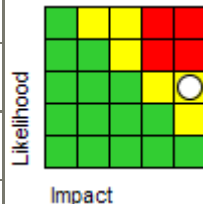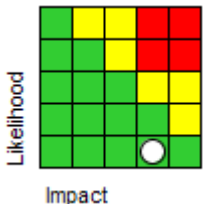
ID & Title	COU CRR 012	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.	Status	🛑	Managed By	Nikki Bridle	Current Rating	25	Target Rating	4

Potential Effect	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.			

Related Actions	CRR P&P HR1	Health & Safety action plan, based on recommendations from Gallagher Bassett	Internal Controls	Health & Safety Management System
	CRR P&P LD1	Governance improvement actions across all services		Health & Safety Handbook for Managers

Latest Note	While work is progressing, there are still significant gaps between policies/procedures and accepted practice in some areas of the Council. Communication and culture are key, and recent Health & Safety Executive advice will be incorporated.
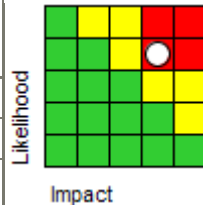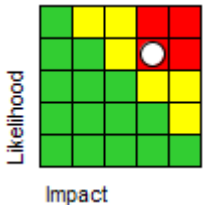
ID & Title	COU CRR 022	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.	Status	✅	Managed By	Nikki Bridle	Current Rating	9	Target Rating	12
Potential Effect	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.									
Related Actions				**Internal Controls**	Business Continuity Plans					
					Pandemic Flu Plan					
					Major Incident Procedures					
Latest Note	Scottish government focussing on pandemic flu, with significant training programme planned this year through the NHS.									
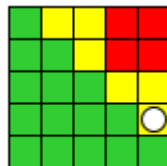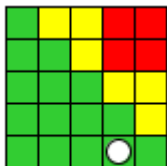
ID & Title	COU CRR 023	Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.	Status	⚠️	Managed By	Nikki Bridle	Current Rating	12	Target Rating	8
Potential Effect	Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.									
Related Actions				**Internal Controls**	Business Continuity Plans					
					Trade Union Communications Protocol					
					Forth Valley Local Resilience Partnership					
Latest Note	Impact of potential strike action has been mitigated through agreement of national pawards however locally potential for disengagement, low morale reduced productivity remain a risk which in turn has potential for increased turnover and impact on service delivery.									
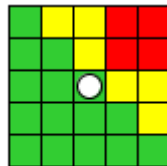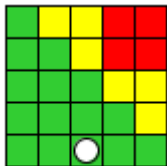
ID & Title	COU CRR 033	A significant failure of compliance with statutory duties due to a lack of awareness or understanding of corporate policies or codes of conduct, or through non-adherence, including through management or elected member override of controls.	Status	🛑	Managed By	Stuart Crickmar	Current Rating	16	Target Rating	5
Potential Effect	Significant reputational damage, injury or loss of life, legal action, financial loss or disruption to service delivery. Staffing changes and re-design reaffirm need to closely monitor & manage compliance with statutory requirements & good practice.									
Related Actions	COU EXA 178	Audit of 2017/18 Accounts by Audit Scotland	Internal Controls		Scheme of Delegation					
	COU IAF	Annual Internal Audit & Fraud Programme			Governance & Audit Processes					
	CRR P&P LD1	Governance improvement actions across all services			Committee Structures & Remits					
Latest Note	New committee structure are in place; A new Corporate Plan: Be the Future has been developed and approved. The Councils organisational redesign has been approved and is anticipated will be implemented in 2019.									
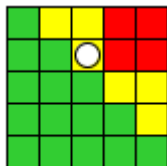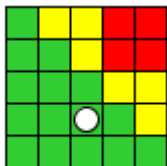
ID & Title	COU CRR 037	Public bodies fail to address the issues around serious organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking, due to a lack of preventative processes or information sharing.	Status	⚠️	Managed By	Stuart Crickmar	Current Rating	12	Target Rating	8
Potential Effect	Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.									
Related Actions	COU SOC	Serious Organised Crime action plan, based on Police Scotland self-assessment	Internal Controls		Serious Organised Crime Delivery Plan					
	CRR P&P SP1	Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy			Let Scotland Flourish Strategy					
	CRR P&P SP2	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness			National Fraud Initiative					
Latest Note	Self-assessment completed with Police Scotland and Internal Audit and actions identified. Audit report completed in 2018 with substantial assurance reported. IT/Web security enhanced, staff training provided & CONNECT information on general, cyber personal & building security. Progress monitored by Corporate Risk & Integrity Forum.									
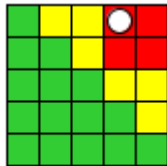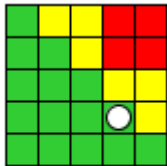
ID & Title	COU CRR 038	Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.	Status	⚠️	Managed By	Stuart Crickmar	Current Rating	15	Target Rating	4

Potential Effect: Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.

Related Actions	CRR P&P SP2	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	Internal Controls	Forth Valley Local Resilience Partnership
				CONTEST Delivery Plan & Working Groups
				WRAP Training (High Priority Staff)

Latest Note: Continue to implement CONTEST delivery plan through work with our partners. Internal audit was completed in 2018 with substantial assurance provided.
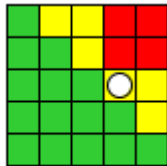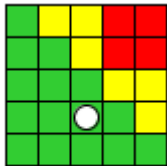
ID & Title	COU CRR 040	Loss of gas, electricity, water or communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.	Status	🔴	Managed By	Stuart Crickmar	Current Rating	16	Target Rating	16

Potential Effect: Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.

Related Actions			Internal Controls	Business Continuity Plans
				Major Incident Procedures
				Emergency Response Plan

Latest Note: Risk remains high due to infrastructure & power interdependencies, particularly outage recovery time (now believed to be minimum 7 days). Priority for Resilience community, particularly due to Councils' duty of care. Planning & work ongoing.

ID & Title	RAG SRR 005	A significant failure of secure ICT systems that has a major detrimental impact on council operations	Status	⚠	Managed By	John Munro	Current Rating	10	Target Rating	4

Potential Effect	Council cannot transact vital business. Financial transactions disrupted leading to a loss of council revenue or financial hardship to individuals Loss of confidence in the council and reputational damage Destruction of knowledge assets or costs to recover Operational costs in business due to lost productivity	

Related Actions		Internal Controls	Information & Communication Technology Strategy
			Business Continuity Plans
			Operational Business Plan

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, potential loss of knowledge, redundancy and uncertainty of Council's long term direction creates impacts on succession planning, workforce development and staff morale	Status	✓	Managed By	Chris Alliston; John Munro; Lindsay Sim	Current Rating	9	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		Internal Controls	Leadership Development Programme
			Health & Safety Management System
			Attendance & Wellbeing Policy

Latest Note	With the continued financial pressures facing the Council and ongoing redesign there is potential for disengagement of staff and low morale. Increased pressures of reduced workforce and ongoing demands placed on staff need to be carefully managed to ensure staff wellbeing is a key priority. Failure to recognise and ensure early interventions can lead to increased levels of absence some of which will related to work related stress. Council management have wellbing and attendance as a key priority, continued promotion of support and interventions will be a measure to support staff.

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			Internal Controls	Community Engagement Process
				Local Outcomes 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 Communtiy 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.

ID & Title	SCS SRR 006	Loss of key skills, knowledge or capacity due to contraction of service and staff base	Status	🔴	Managed By	P&P Management Team	Current Rating	20	Target Rating	8

Potential Effect	Decline in service provision; tasks not delivered; decline in staff moral; customer dissatisfaction	
Related Actions		Internal Controls	Interim Workforce Strategy

Latest Note	Risk remains the same.

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		**Internal Controls**	Community Engagement Process	
			Local Outcomes Improvement Plan	

Latest Note	New structure and governance arrangements approved in December 2018. Memorandum of Understanding revised in line with Local Outcome Improvement Partnership 2017/27.

Report to	**Partnership & Performance Committee**
Date of Meeting:	**30th May 2019**
Subject:	**17/18 Local Government Benchmarking – P&P Committee Extract**
Report by:	**Strategic Director – Partnership & Performance**

1.0   Purpose

1.1.   This report presents performance information from the Local Government Benchmarking Framework (LGBF), focusing on Clackmannanshire Council's performance in the 2017/18 financial year in relation to other Scottish local authorities. This extract contains information on the Partnership & Performance Directorate and the Health & Social Care Partnership.

2.0   Recommendations

2.1.   That Committee notes the report, commenting and challenging as appropriate.

3.0   Considerations

3.1.   Statutory Duties and Framework Changes

3.1.1.   The LGBF represents part of Councils' statutory duties for Public Performance Reporting, with the remaining duties fulfilled by other committee reports throughout the year and information presented on the Council's website. The integrity of submitted data is reviewed annually by external auditors and no concerns have been raised with Clackmannanshire's submissions for many years. This was confirmed for 2017/18 data in Audit Scotland's report to Clackmannanshire Council on 27 September 2018.

3.1.2.   Though the Improvement Service have been responsible for the LGBF for 6 years, progress in framework development has been limited in some areas, and concerns still exist around indicator validity, data integrity, consistency of reporting, submission processes and timeliness. Issues around satisfaction measurement, in particular, have not yet been fully addressed. Officers contribute, where possible, to the resolution of these issues via various national groups, including the Scottish Performance Management Forum.

3.1.3.   As well as the analysis and reporting of performance data, the LGBF also involves work in 'family groups' of Councils to share knowledge on improving performance levels. Though every authority is unique, families are based on specific factors aimed at grouping more similar authorities together. Groups are based on deprivation for Education, Social Work and Housing, and on population density for all other areas.

3.1.4.   The full LGBF was reported to Audit Committee in February, in order to meet the statutory deadline of 31st March 2019 (see Appendix A for links to the full report and other service, corporate and partnership performance information). To ensure that all relevant Elected Members have visibility of this data, extracts from this report are now being presented to the People, Place and Partnership & Performance Committees separately.

3.1.5. LGBF data is published nationally by the Improvement Service in Jan/Feb each year on the My Local Council tool (http://scotland.mylocalcouncil.info/). This year, a number of changes were made to the framework, with those relevant to the Partnership & Performance directorate and the Health & Social Care Partnership listed below. Where indicators have changed, all historical figures have also been recalculated.

Changed: - Older people's homecare changed from 'People with intensive needs receiving 10+ hrs per week' to 'People with long-term needs receiving care';
- Procurement spend changed from '…with local small- to medium-sized enterprises' to '…with local businesses';
- Some smaller revisions of definitions and calculations to improve clarity, accuracy and consistency of reporting.

Removed: - Overall satisfaction with Social Services.

3.2. Overview of Performance

3.2.1. Appendix A contains detailed and summarised information on the 2017/18 performance of the Health & Social Care Partnership (H&C) and Partnership & Performance directorate (P&P). Indicators are grouped by the Council's service structure (rather than national groupings) to improve local relevance and accountability (groupings may change in future once restructuring is complete). Though 3 years' data is presented, 8 years' data is held for most indicators, and more detailed information is provided internally to services to allow for more thorough analysis and benchmarking activities.

3.2.2. At a summarised level, both H&C and P&P perform similarly to, or better than, overall Council results. Performance levels are being maintained in a number of areas, with improved or consistent results in 50% of H&C indicators and 56% of P&P indicators (similar to corporate figure of 54% across the overall framework). Performance was close to or exceeded targets in 50% of both H&C and P&P indicators (corporately 56%). When those with no targets are excluded, this increases to 62% in P&P (63% corporately, all H&C indicators had targets). In some cases, however, it may be that more ambitious targets are needed to drive forward improvement.

3.2.3. Most of Appendix A relates solely to the H&C and P&P results, however, the chart on page 2 shows overall performance across the entire framework, in order to provide a corporate context to this directorate's results. 50% of H&C and 44% of P&P rankings were within the top half of Councils (top & 2nd quartile), similar to the corporate figure of 47% across the whole framework. When viewed as actual performance levels, rather than rankings, results for 50% of H&C and 47% of P&P indicators were better than the Scottish average, while this figure was 54% corporately.

3.2.4. Across all framework indicators, our corporate overall average ranking declined from 12th out of the 32 Scottish Councils to 24th in 16/17, where it remained in 17/18. In H&C, decline is also evident, though from a substantially stronger initial position of 3rd in Scotland, down to 9th, and now to an average 17th place in 17/18. Though P&P started from the worst average ranking, it is the only area to have shown any improvement over this period, and has done so in both years, from 26th, to 24th, and to 19th in 17/18.

3.2.5. The trend of polarisation for small authorities (i.e. fewer rankings in the middle quartiles) continues at a corporate level, as well as within H&C and P&P. There is an apparent trend of smaller authorities being more likely to perform very well or very poorly in any given indicators, and less likely to report average performance levels. It may be beneficial to investigate further why this is the case, and particularly why it is less evident in the Place directorate than in People, Partnership & Performance or Health & Social Care.

3.3. Indicator Types (Efficiency, Effectiveness & Satisfaction)

3.3.1. It is important to consider whether efficiency, effectiveness or satisfaction (or a balance) is the key priority for each area. The H&C average ranking (5.0) for Efficiency indicators (timeliness and cost) was substantially better than the corporate figure (15.3), which was similar to the P&P result (16.6). For Effectiveness, the H&C and P&P average rankings (16.5 and 16.3) were slightly better than the corporate result (18.1). In Satisfaction, however, the P&P average ranking (15.3) was better than the corporate figure (20.7), and both substantially better than the H&C average ranking (28.5). It is notable that not only did all Satisfaction results decline locally, but all Scottish averages for these indicators also declined, presumably linked to wider external uncertainties.

3.4. Service Areas & Individual Indicators

Health & Social Care

3.4.1. Out of all groupings, the polarisation of indicators (see 3.2.5) is most evident here. We have been in the bottom quartile for 6 years in Self-directed Support, with a lower rate of increase than other authorities. Our rankings for the two perception measures fluctuate significantly (2nd place down to 31st), suggesting that a 3-year average may stabilise results for more meaningful analysis (see also overall note on Satisfaction in 3.3.1). Home care costs have been top quartile in all 8 years for which data is held, and residential costs have improved substantially from 28th place (13/14) to within (or near) the top quartile for the last 3 years. We also continue extremely strong performance in home care provision for those with long-term needs, with rankings of 4th or better in all 8 years.

Partnership & Performance

3.4.2. Leisure costs improved substantially from the 3rd quartile (13/14) to now having been top quartile for 4 years, and library costs have been top quartile for all 8 years, both continuing to reduce. Though decline in satisfaction (see 3.3.1) is evident to a small degree, leisure and libraries are our best-performing perception measures, both improving from bottom to top quartile in 4 years. This area has no effectiveness measures, and museums indicators are of limited local relevance. We have been in the bottom quartile in most years for Support Services costs and invoice payment, and Procurement spend with local businesses has declined from the 2nd and 3rd quartiles to now being bottom quartile for 2 years.

3.4.3. Council Tax indicators are under discussion as there are concerns around consistency of reporting. Local demographics contribute to rent arrears being generally worse than average, and traditionally top quartile performance in void rent loss has fluctuated in recent years. In sickness absence (as with the Teachers' measure – see People extract), we have performed among the worst in Scotland for 4 years. The workforce gender balance is roughly average, and we have improved to the top quartile for gender pay gap.

3.5. Conclusion

3.5.1. Though the LGBF is not a comprehensive summary, and further work is required to improve its usefulness, benchmarking is a key performance management tool, providing context and promoting knowledge-sharing. The Council cannot aim to improve in all areas, and this report aims to support decisions around which indicator types should be the priority for each area. As can be seen, the impact of efficiency savings is beginning to materialise and detrimentally affect levels of effectiveness and satisfaction. While P&P has overall responsibility for indicators such as Absence and Invoice Payment, all services contribute to performance levels. Further detail on this report or other assistance relating to performance and risk management can be obtained from Strategy & Performance.

4.0   Sustainability Implications

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

5.0   Resource Implications

5.1.   Financial Details – There are no direct financial implications arising from this report.

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.   Yes ✓

5.4.   Staffing – There are no direct staffing implications arising from this report.

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

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

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

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

8.0   Equalities Impact

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

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. If there are no appendices, please state "none".

Appendix A – 2017/18 LGBF – Partnership & Performance Committee Extract

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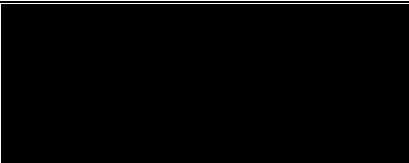
11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes   (please list the documents below)   No ✓

Author(s)

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

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	

Appendix A – 2017/18 Local Government Benchmarking Framework Partnership & Performance Committee Extract

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk

The full Local Government Benchmarking Framework was reported to Audit Committee on 07-Feb-2019 (https://clacks.gov.uk/document/meeting/289/871/6223.pdf). The framework covers a wide range of Council services, with this extract including only indicators relevant to Partnership & Performance Committee, to ensure visibility for all relevant Elected Members. For more information on service, Council and partnership performance, please visit: https://clacks.gov.uk/council/performance/.

Guidance

Services	Please note that service groupings under new Directorates are yet to be confirmed as part of the organisational restructure.
Status	Whether the target was met, taking into account a 'tolerance'. This highlights areas requiring attention, while those achieving (or close to) target remain green. ✅ Meeting target or within 5%　⚠ 5 - 15% worse than target　🔴 >15% worse than target　❓ No target
Quartile	4 groupings of rankings, showing broadly how we performed in comparison to other local authorities. Quartile sizes may vary slightly if not all authorities report on an indicator. ▮▮▮▮ Top quartile - 1st to 8th place rankings　▮▮▮ 2nd quartile - 9th to 16th　▮▮ 3rd quartile - 17th to 24th　▮ Bottom quartile - 25th to 32nd　❓ No rank
Rank	A more detailed summary of performance in relation to other authorities. The best performance in Scotland is ranked 1st, and the poorest 32nd (low costs are considered better).
Trend	Whether performance has **improved** or **declined** since the previous year. In some areas, such as costs, the aim is to reduce values, but an upwards arrow still indicates that performance has improved. An upwards arrow for all indicators would be ideal, however, we cannot expect to improve in all areas. ⬆ Performance has improved　▬ Performance is consistent　⬇ Performance has declined　❓ Missing data for previous or current year
Years	The value achieved by Clackmannanshire Council in the financial year shown. Historical data (from 2010/11) is held for most indicators but some data is not available for all years shown. Where 17/18 data is not available (mostly biennial or Children's Social Work indicators published on 31-Mar-19), the summary shown is for 2016/17.

Summary

Service Area	Status ✅	Status ⚠	Status 🔴	Status ❓	Quartile ▮▮▮▮	Quartile ▮▮▮	Quartile ▮▮	Quartile ▮	Quartile ❓	Trend ⬆	Trend ▬	Trend ⬇	Trend ❓	Total
1.1 Health & Care – Adult Care		2	1					3		1		2		3
1.2 Health & Care – Older People	3				2	1				2		1		3
Total – Health & Care Partnership	**3** 50%	**2** 33%	**1** 17%		**2** 33%	**1** 17%		**3** 50%		**3** 50%		**3** 50%		**6** 100%
2.1 Partnership & Performance – Customer Service	3	1		2	3	1		1	1	2		3	1	6
2.2 Partnership & Performance – Finance	1		1	1				3		2		1		3
2.3 Partnership & Performance – Revenues	2	1	1		1		2	1		3		1		4
2.4 Partnership & Performance – Workforce	2		1		1	1		1		2		1		3
Total – Partnership & Performance Directorate	**8** 50%	**2** 13%	**3** 19%	**3** 19%	**5** 31%	**2** 13%	**2** 13%	**6** 38%	**1** 6%	**9** 56%		**6** 38%	**1** 6%	**16** 100%
Total – Corporate (All Framework Indicators) (percentages don't always total 100% due to rounding)	**45** 56%	**13** 16%	**14** 18%	**8** 10%	**18** 23%	**19** 24%	**10** 13%	**31** 39%	**2** 3%	**39** 49%	**4** 5%	**35** 44%	**2** 3%	**80** 100%

Quartile Distribution of 2017/18 Rankings

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

Legend: ■ Top Quartile ■ 2nd Quartile ■ 3rd Quartile ■ Bottom Quartile
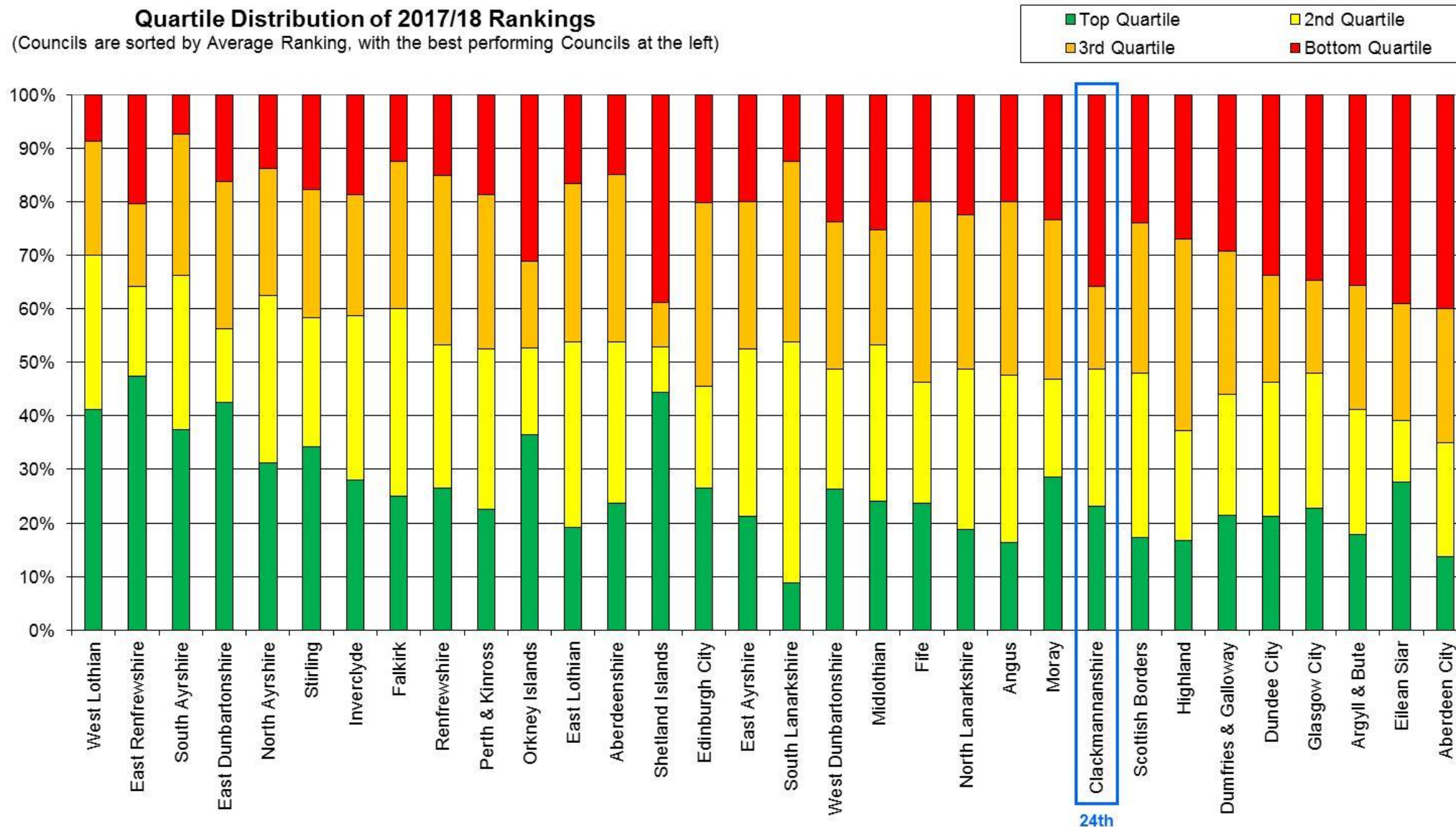
Health & Social Care (H&C) and Partnership & Performance (P&P) both perform similarly to the Council as a whole in quartile distribution, and better than the Council overall in average ranking. 50% of H&C and 44% of P&P rankings were in the top 2 quartiles in 17/18, while corporately this was 47% (as shown above). Clackmannanshire's overall average ranking (across all framework indicators) declined from 12th in Scotland (15/16) to 24th, where it has remained in 17/18. The H&C average ranking declined from 3rd, to 9th, to 17th, and the P&P average ranking (the only one to improve over this period) improved from 26th, to 24th, to 19th in 17/18.

	15/16	16/17	17/18
Clacks	**12th**	**24th**	**24th**
Place	2nd	8th	11th
H&C	3rd	9th	17th
P&P	26th	24th	19th
People	24th	28th	29th

1.1 Health & Care – Adult Care

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
[1]Self-directed Support spend on adults as % of social work spend on adults	🔴	2.9%	▮▯▯▯	31	6.7%	⬆	**2.2%**	1.6%	1.3%	Social Care have been working on reducing the backlog of reviews and assessments over 18/19 and should see an improvement going forward.
[2]Adults rating care as good or excellent	🔺	81.0%	▮▯▯▯	30	81.0%	⬇	**74.8%**	N/A	87.0%	Ranked 11th in 14/15 and 2nd in 15/16 – see note 6 below. This subjective rating needs to be balanced with recent independent inspection of Adults services and annual publication of registered services by Care Inspectorate.
[7]Adults agreeing support improved or maintained quality of life	🔺	84.0%	▮▯▯▯	27	80.0%	⬇	**76.3%**	N/A	78.0%	Ranked 4th in 14/15 and 31st in 15/16 – see note 6 below. The service is working toward more outcome focussed assessments for service users which in time will provide local data and insight into whether service users needs are met and quality of life improved. This is in line with the 9 National Health and Wellbeing outcomes.

1.2 Health & Care – Older People

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Older people's (65+) home care costs (expenditure) per hour	✅	£19.26	▮▮▮▮	1	£23.76	⬆	**£13.28**	£18.31	£15.74	Although the cost is not escalating, the numbers of clients and the number of hours continue to challenge budgets and capacity within the system as the balance of care shifts to more clients living in the community (hours provided increased by 27%, costs reduced by 8%). There is greater complexity of need identified which impacts upon cost per hour.
Older people's (65+) residential care costs (expenditure) per resident per week	✅	£344	▮▮▮▯	9	£386	⬇	**£353**	£225	£342	Clackmannanshire has a higher proportion of residents who are funded by the local authority than the Scottish average or or comparator authorities. Demographic demands continue to challenge this budget area. The number of residents reduced by 5%, while net costs increased by 57%.
People aged 65+ with long-term needs receiving care at home	✅	66.1%	▮▮▮▮	2	61.7%	⬆	**71.4%**	68.8%	70.6%	Demographic challenges will continue to drive the budget around this group of service users. Greater complexity of care need, meaning more people with more intensive packages of care at home.

---

[1] Note that Glasgow City Council are significantly skewing the Scottish average with a value of over 20% (SA reduces to 4.8% if Glasgow is excluded), therefore, our family group median is used as the target, rather than the Scottish average.

[2] No 16/17 data was provided by the Improvement Service, and details of sample size, etc. of Scottish Health & Care Survey are not known. Substantial annual variance in rankings suggests that data may not be reliable, or that some form of stabilising factor (such as a 3-year average) may be necessary to appropriately represent performance.

See page 1 for key to symbols (note that an upwards trend arrow ⬆ always means performance has improved, not necessarily that the value has increased)

2.1 Partnership & Performance – Customer Service

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost per attendance at sports facilities	✅	£2.81	▮▮▮▮	2	£2.71	⬆	£1.00	£1.70	£1.70	Operating costs continue to reduce year on year, quality of leisure provision is being considered as part of Council's Sport & Active Living Framework
Cost per visit to libraries	✅	£1.97	▮▮▮▮	2	£2.08	⬆	£0.93	£1.28	£1.34	Operating costs continue to reduce year on year, whilst retaining high customer satisfaction levels.
Cost per visit to museums & galleries	❓	-	❓	-	£3.47	❓	N/A	N/A	N/A	Not reported due to having no permanent museums.
Satisfaction with leisure facilities (3 year average)	⚠️	85.0%	▮▮▮▯	9	72.7%	⬇	78.7%	80.7%	77.3%	Satisfaction remains steady around 79-80%, above the Scottish average of 73%. This is despite a reduced number of leisure facilities and year on year budget reductions.
Satisfaction with libraries (3 year average)	✅	85.0%	▮▮▮▮	8	73.0%	⬇	82.0%	82.7%	82.3%	Satisfaction remains steady around 82% and well above national average of 73%.
Satisfaction with museums & galleries (3 year average)	❓	-	▮▯▯▯	29	70.0%	⬇	50.3%	57.0%	60.7%	Clackmannanshire Council has no permanent museum facility.

2.2 Partnership & Performance – Finance

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Support services as % of total expenditure	🛑	5.0%	▮▯▯▯	30	4.5%	⬆	6.9%	7.1%	7.3%	
Invoices paid within 30 days	✅	85.0%	▮▯▯▯	25	93.2%	⬆	89.8%	81.1%	84.6%	Increase in 2017/18 as anticipated, due to the new finance system and more robust processes.
Procurement spend with local businesses	❓	-	▮▯▯▯	30	27.4%	⬇	14.0%	16.6%	22.8%	

See page 1 for key to symbols (note that an upwards trend arrow ⬆ always means performance has improved, not necessarily that the value has increased)

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2.3 Partnership & Performance – Revenues

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of Council Tax collection (per dwelling)	✅	£8.98	▮▮▮▮	2	£7.35	⬆	£2.90	£6.05	£19.55	All costs are on par with the last years return except the Central support allocation charge, which has dropped by £120k, this reduction plus the amount of properties billed having increased has caused the costs of collection to drop.
Income due from Council Tax collected within year	✅	95.8%	▮▮▯▯	17	96.0%	⬆	96.1%	95.9%	95.8%	The Year End Council Tax Collection rate for 2017/18 was 96.14%, a 0.29% increase on 2016-17 (95.85%), and represents another record collection in-year for the council.
Rent arrears as a % of rent due in the year	🛑	7.5%	▮▯▯▯	22	6.7%	⬇	9.1%	8.4%	7.9%	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 (611 cases). The arrears total of UC cases is £455,914.35. From a sample we found that 48% of UC cases were not in arrears before claiming UC.
Rent loss due to empty (void) properties	⚠	0.90%	▮▮▯▯	17	0.89%	⬆	0.99%	1.45%	0.61%	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 suitable applicant.

2.4 Partnership & Performance – Workforce

Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Average working days lost through sickness absence per local government employee (excluding Teachers)	🛑	12.0	▮▯▯▯	32	11.4	⬇	16.8	16.5	13.4	Majority 28 days or more. D&E, Housing and Health & Care significantly higher than overall or other services (some areas have working groups to address). Standing agenda item with senior managers responsible for setting targets, managing & reporting deviation. Changes to HR policies approved in 17/18 and providing guidance on tools, such as dashboards, Occupational Health & other Management Information.
Women in the highest paid 5% of Council earners	✅	50.7%	▮▮▮▯	11	54.6%	⬆	55.4%	54.6%	53.3%	Recruitment processes are designed to ensure equality of opportunity and the current performance broadly meets the target of 50.7% (percentage of Scottish working age population that is female).
Gender pay gap (Council employees)	✅	0.0%	▮▮▮▮	8	3.9%	⬆	1.6%	3.5%	4.3%	Pay gap has again reduced since last year and remains below average. Work is ongoing to further reduce the gap, mainly attributable to many relatively low paid areas of work (e.g. cleaning, catering, business support, etc.) employing disproportionately high numbers of women. This issue is being considered by LGBF benchmarking groups.

See page 1 for key to symbols (note that an upwards trend arrow ⬆ always means performance has improved, not necessarily that the value has increased)

See page 1 for key to symbols (note that an upwards trend arrow ⬆ always means performance has improved, not necessarily that the value has increased)

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CLACKMANNANSHIRE COUNCIL

Report to Partnership & Performance

Date of Meeting: 30 May 2019

Subject: HR/H&S Policies

Report by: Strategic Director: Partnership & Performance

1.0   Purpose

1.1   This paper seeks Committee approval of the undernoted policies and procedures.

1.2   All the policies and procedures have been developed by a management and trade union policy group.

1.3   It is intended that these policies and associated procedures shall apply to all Council staff.

2   Recommendations

2.1   The Partnership & Performance Committee is invited to approve the attached policies and procedures as appended.

2.1.1 Reference Policy

2.1.2 Reference Policy Summary Response

2.1.3 Reference Procedure

2.1.4 Reference Procedure Summary Response

2.1.5 Smoking Policy

2.1.6 Student Placement Procedure

2.1.7 Domestic Abuse Policy

3   Considerations

3.1   HR Services continues, as part of its rolling programme, to review and update the Council's policies and procedures related to HR, H&S, OD and Payroll.

3.2   In order to ensure collaborative and partnership working the policy group which comprises representatives from management and Trade Unions meet regularly to review and agree proposed policies and procedures.

3.3   The policy on References was developed to provide a consistent approach to dealing with reference requests. This is to ensure that all references provided by the Council are only factual in nature and issued directly from HR.

3.4   The policy on Smoking has been revised to ensure a consistent approach to employees smoking within different areas of the Council. The tighter controls in the policy support the Scottish Government aim of having all grounds of public buildings smoke free.

3.7   The Smoking policy has been tabled at Tripartite previously on 29/11/17 with further update given on 28/03/18 and it was agreed that a revised paper be progressed once union agreement reached on content. Collaborative working has enabled an agreed policy to be tabled for consideration.

3.8   The Student Placement policy has been developed to provide more comprehensive guidance to all involved in the work experience process. This guidance ensures that all involved understand and benefit from the work experience process.

3.9   The policy on Domestic Abuse has been created to assist managers in dealing with employees experiencing domestic abuse as well as employees who may be perpetrators of domestic abuse who are employees of the council.

4   Sustainability Implications

4.1 None

5   Resource Implications

5.1   Financial Details N/A

5.2   Staffing

TUs have been consulted in the development of the policies and procedures.

6 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 ☑)

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

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

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

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

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

8.0   Equalities Impact

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

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: Reference Policy

Appendix 2:Reference Policy Summary Response

Appendix 3:Reference Procedure

Appendix 4: Reference Procedure Summary Response

Appendix 5:Smoking Policy

Appendix 6:Student Placement Procedure

Appendix 7:Domestic Abuse Policy

Appendix 8:Domestic Abuse Procedure

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
Diana Kerr	HR Business Partner	01259 452180

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director: Partnership & Performance	███████████████

Appendix 4

REFERENCES POLICY

Date: June 2018

Version: Draft

DOCUMENT CONTROL SHEET:

Key Information:

Title:	Reference Policy
Date Issued:	June 2018
Date Effective From:	
Version Number:	0.1
Document Type:	Policy draft
Document Status:	Draft
Author:	Kimberley Dickson
Owner:	HR
Approver:	Council
Approved by and Date:	
Contact:	
File Location:	

Revision History:

Version: Date:		Summary of Changes	Name:	Changes Marked:
0.1 June	**2018**	**Draft**	**KD**	**N/A**

REFERENCE POLICY

1. Introduction

1.1. The policy sets out Clackmannanshire Council's approach to references to current and former employees staff, aiming to ensure the Council meets its commitment to the fair, equal and consistent treatment for all staff with regards to references.

2. Policy Statement

2.1. Clackmannanshire Council is committed to being a fair employer and will deal with all reference requests in a reasonable and lawful manner.

2.2. The Council has no legal obligation to provide a reference in most cases but recognises that refusal to do so could be interpreted as an indication that there may be a problem with the individual, which might then disadvantage them from future employment

2.3. This policy applies to all members of staff and must be adhered to at all times when a request for a reference is received.

3. Responsibilities

3.1. The Strategic Director for Partnership and Performance has overall responsibility for implementing this policy and associated procedure.

3.2. HR will be responsible for issuing references for current and former employees using a standard template. References will not include personal opinion of performance or conduct.

3.3 Line managers will be responsible for sending all requests for references to HR to issue to ensure consistency.

4. Monitoring and Review

4.1. HR will monitor the effectiveness of the policy on an ongoing basis. Revisions and updates will be implemented by the Council following, if appropriate, consultation with recognised Trade Unions.

3

5. Equality Impact Assessment

Policy Name	Reference Policy
Department HR	
Policy Lead	HR
Equality Impact Assessment	
Has an EQIA been complete	Yes ☐ No* ☒
* In no please provide rationale Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Full EQIA complete	N/A
Date Approved	
Review Date	

Appendix 5

Reference Policy - Version 0.2

The undernoted summarises responses, whether agreed or disagreed and rationale. It also notes areas where clarity is sought or discussion needed within the policy group.

Addition/ Rejection	Section Comment		Union/ Management	Agree/ Not Agreed	Reason	Amendment made
Addition 3.	Responsibilities	Update to relevant job title when structure known.	Management	Agree	Written pre changes to structure	Amended to Strategic Director for Partnership and Performance

Appendix 6

REFERENCES PROCEDURE

Date:

Version: Draft 1

2

DOCUMENT CONTROL SHEET:

Key Information:

Title:	References Procedure
Date Issued:	February 2018
Date Effective From:	
Version Number:	0.1
Document Type:	Policy draft
Document Status:	Draft
Author:	Kimberley Dickson
Owner:	HR
Approver:	Council
Approved by and Date:	
Contact:	
File Location:	

Revision History:

Version: Date:		Summary of Changes	Name:	Changes Marked:
0.1 Februar	**y 2018**	**Draft K.D**		**N/A**

REFERENCE PROCEDURE

1. Introduction

1.1. Clackmannanshire Council recognise that it is regarded as good employment practice to provide all current and former employees with a reference when requested.

1.2. The Council has no legal obligation to provide a reference in most cases but recognises that refusal to do so could be interpreted as an indication that there may be a problem with the individual, which might then disadvantage them for future employment.

1.3. This process applies to all members of staff and must be adhered to at all times when a request for a reference is received.

2. Procedure

2.1. All requests for a reference from a prospective employer for single status staff should be immediately passed to an appropriate member of staff in the HR department, who will issue a standard written reference. All requests should be sent to humanresources@clacks.gov.uk.

It is the policy of Clackmannanshire Council to provide information on:-

- Job   Title
- Dates of Employment
- Salary
- Contract   Type

2.2. The Council will provide a reference where a written request is received on company headed paper, by e-mail or fax from a potential employer. This also applies to a financial reference request from a mortgage supplier. References will not include personal opinion of performance or conduct.

3

2.3. HR will aim to respond to reference queries within 5 working days.

2.4. Individual staff may be asked to provide a reference for a current or former colleague. If they agree to do so, then it must be made clear that they can only provide a personal reference and that they are not providing the reference on behalf of the Council.

2.5. References requested for Teachers are provided on a teaching report which should be submitted to and completed by the most recent Headteacher.

3. Data Protection

3.1 Providing personal data to a prospective employer about an employee or former employee will amount to processing for the purposes of the General Data Protection Regulation (GDPR) and other Data Protection laws. All data must be processed fairly and lawfully and in order to ensure this the request must be actioned by the Human Resources department.

3.2 Current and former employees will have the right, upon written request, to gain access to any record held about them, including references given.

3.3 A disclaimer will be included in the reference making it clear that, while the information provided is accurate to the best of the Council's knowledge, we cannot accept any liability for errors or omissions in the content of the reference or any decisions based upon it.

4. Monitoring and Review

4.1. HR will monitor the effectiveness of the procedures on an ongoing basis. Revisions and updates will be implemented by the Council following, if appropriate, consultation with recognised Trade Unions.

4

5. Equality Impact Assessment

Policy Name	Reference Procedure
Department HR	
Policy Lead	HR
Equality Impact Assessment	
Has an EQIA been completed	Yes No*
* In no please provide rationale Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Full EQIA complete	N/A
Date Approved	
Review Date	

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6

Appendix 7

Reference Procedure - Version 0.2

The undernoted summarises responses, whether agreed or disagreed and rationale. It also notes areas where clarity is sought or discussion needed within the policy group.

Addition/Rejection	Section Comment		Union/ Management	Agree/ Not Agreed	Reason	Amendment made
Addition	*2.6*	1.1. Where employment has ended due to VS/VR/Mutual Termination the Council may agree to provide an alternative reference.	Union	Agree	As everyone going forward will have a standard reference this is no longer relevant and has been removed.	Removed comment

1

Appendix 5

SMOKING POLICY

Date: 2019

Version: Draft

DOCUMENT CONTROL SHEET:

Key Information:

Title:	SMOKING POLICY
Date Issued:	
Date Effective From:	
Version Number:	0.6
Document Type:	Policy draft
Document Status:	Draft
Author:	Chris Alliston
Owner:	
Approver:	Council
Approved by and Date:	
Contact:	
File Location:	

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
0.1		**Draft**		**N/A**

SMOKING POLICY

1. General Introduction

1.1. "The Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006" has been in place for over 10 years now but cigarette smoking is still the largest single cause of serious ill health and premature death in Scotland. Similarly, the effect of people breathing in other people's tobacco smoke, i.e. passive smoking, is an important health concern.

1.2. Great progress has been made in tackling the health inequalities caused by tobacco and it is becoming unfashionable to smoke. As such the Council encourages its staff to quit smoking entirely and for those not able to do so to reduce significantly the amount they smoke. For the purposes of this policy the Council treats all nicotine delivery devices which create vapour or fumes (including e-cigarettes), in the same way as cigarettes.

1.3. The Council recognises its role in promoting and exemplifying Scotland's smoke free ambitions as recommended by the Scottish Governments "Creating a Tobacco-Free Generation – A Tobacco Control Strategy for Scotland" and the NHS/COSLA Smoke-free local authority implementation guidance.

2. Policy statement

2.1. The purpose of the Council's smoke free policy is to:

a) Comply with the Smoking, Health and Social Care (Scotland) Act 2005 and The Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006. This will also support the Council in complying

with the Health & Safety at Work Act 1974 and the Safety & Health of Pregnant Workers Directive (92/85/EEC).

b) Support the 2013 Scottish Government recommendations that Local Authorities consider scope for extending smoking restrictions to outdoor areas within their jurisdiction (including vehicles parked on the grounds of Council property)

c) Support the Scottish Governments Tobacco Control Strategy: Raising Scotland's Tobacco-free Generation: our tobacco control action plan 2018

d) Reduce the risks associated with passive smoking by prohibiting smoking in all Council owned premises and designated outdoor areas within their jurisdiction

e) Prohibit smoking in any Council owned or hired fleet vehicle and,

f) Whilst private cars are exempt under legislation, smoking shall not be permitted in leased cars during authorised journeys on Council business

3. Smoke free council premises

3.1. Smoking is prohibited in all Clackmannanshire Council's premises and surrounding grounds. Public car parks to which staff have access are not included. Private car parks to which the public do not have a general right of access will only be included where prohibiting smoking supports wider policy aims such as in schools or nurseries.

3.2. Smoking is prohibited in Council owned or leased vehicles. Council employees should be completely outside of the vehicle should they need to smoke. Smokers must ensure that smoke does not enter the vehicle or can be inhaled by anyone who is using or who is currently situated in that vehicle.

3.3. The above applies to employees whether employed directly by Clackmannanshire Council, through an agency, by a contractor or other organisation, and includes Councillors, visitors, guests and any member of the public using Council premises.

3.4. Employees found smoking in contravention of this policy will be managed in line with the Council's Disciplinary Policy and Procedures.

3.5. All staff should be aware of The Smoking Prohibition (Children in Motor Vehicles) (Scotland) Act which came into force in December 2016 and bans smoking in private vehicles when children under the age of 18 are present.

4. Smoking during working hours

4.1. Employees who wish to smoke may do so in their own breaks such as lunch breaks or where agreed, official mid-morning or mid-afternoon breaks. Employees are not permitted to smoke whilst at work under any other circumstances although it is recognised that employees may wish to smoke whilst travelling between Council sites. Employees wishing to do so should ensure they are familiar with Section 3 of this policy. The Council would encourage employees wherever possible to consider their personal health on these occasions.

4.2. The practice of taking time away from work specifically to smoke is not permitted.

4.3. The sale of tobacco is prohibited in all Clackmannanshire Council premises

4.4. The policy applies equally to 'lit tobacco' products as well as Vapour producing instruments (often referred to as e-cigs) or any other nicotine based machines that produce vapour or fumes.

5. Policy for third party premises

5.1. Clackmannanshire Council has a duty of care to protect its employees but cannot control the smoking policy on third party premises. The Council will ask the Service User to arrange for a non-smoking area to be provided for the duration of the visit. Where this is not possible, the Council will ask the Service User to refrain from smoking during the duration of the visit.

5.2. In circumstances where it is not possible to arrange a smoke free visit, employees should seek adv ice f rom their line manager, who should take all reasonable steps to protec t them from expos ure to second hand smoke.

6. Visitors to Council Premises

6.1. Visitors not adhering to the policy will be asked to comply or leave the premises or site.

7. Support for those who smoke

7.1. Staff members who wish to stop smoking should discuss their programme with their line managers to identify any reasonable support that the Council can provide.

7.2. In addition to Council run health promotion events free smoking cessation advice and local support groups can be gained by contacting:

- The NHS smoking helpline 0800 169 0 169
- QuitYourWay 0800 84 84 84 between 8am to 10pm 7 days a week
- visit NHS Inform for information on Stopping Smoking
- From GPs or practice nurses
- Clackmannanshire Community Health Centre
- Local pharmacies
- Request a quit pack https://www.nhsinform.scot/healthy-living/stopping-smoking/help-to-stop/request-a-quit-pack

8. Monitoring and Review

8.1. HR shall monitor the effectiveness of the procedures on an ongoing basis.. Revisions and updates will be implemented by the Council following, if appropriate, consultation with recognised Trade Unions

Policy Name	Smoking Policy
Department HR	
Policy Lead	
Equality Impact Assessment	
Has an EQIA been completed?	Stage 1 ☐ Stage 2* ☐
* If Stage 2 has not been completed please provide rationale Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Stage 2 EQAI complete	N/A
Date Approved	
Review Date	

APPENDIX 9

STUDENT PLACEMENT PROCEDURE

Date: January 2019

Version: 0.2 Draft

1

DOCUMENT CONTROL SHEET:

Key Information:

Title:	Student Placement Procedure
Date Issued:	
Date Effective From:	
Version Number:	0.2
Document Type:	Procedure draft
Document Status:	Draft
Author:	Dawn Goodwin
Owner:	Clackmannanshire Council
Approver:	Council
Approved by and Date:	
Contact:	
File Location:	

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
0.1	09.01.19	Draft	D Goodwin	
0.2	28.01.19	HR comments	D Goodwin	

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1.0 Introduction

1.1 This procedure is to be used by managers who are considering requests for work experience. It covers a variety of circumstances.

1.2 As a major employer in Clackmannanshire, the Council accepts a responsibility to provide meaningful work experience as an opportunity for participants to gain an understanding of the requirements of the particular occupational area and increasing a student's skills and knowledge where they are placed.

1.3 The provision of work experience is considered to be an important public relations exercise for the Council in the local community, in addition to providing the opportunity to attract applicants to future positions.

2.0 What is not covered by this Procedure

2.1 Student internship placements – this policy is not applicable to students who are on placement as part of a higher education course or further study course, for example social work students or student teachers who are placed with schools in the Council, in conjunction with the relevant Services and their Universities. Separate procedures/arrangements are currently in place with services and course providers for these placements, and should be referred to as required.

2.2 Volunteers - are covered by a separate procedure. 2.3 Apprenticeships - are also not covered by this Procedure. Apprenticeships will be advertised locally on myJobScotland and individuals will be appointed through the Council's Recruitment and Selection procedure.

3.0 Examples of placements:

3.1 Work Experience

Placements from individuals who are in disadvantaged groups within the community, or under-represented in our workforce. This will help develop links

with the community, give useful work ex perience to individuals and bring a n increased diversity to the workforce.   The duration of the place ment will b e dependent on the needs of t he indiv idual, in conjun ction with t he Council's requirements.

3.2 School placements:

The Council will, if possible, provide work experience placement s to students from schools within the Clackmannans hire area. Although s ome tasks may be performed it is more an oppor tunity to watch and learn. Students would be supervised by a nominated employee for   the duration of t he placement. The placement would normally be a maximum of 2 weeks.

3.3 Students who are undertaking a higher   education course or further study course.

If ad hoc requests from students are   received and c an be acc ommodated, managers should contact the university/c ollege to dis cuss the placement to determine if it is suitable and the student requirements can be met.

3.4 Work shadowing

Work shadowing is simply obser ving the ac tivities of an employee(s) in their day to day job. Certain jobs will not be suit able for job shadowing due to the nature of the work and issues ar ound healt h, safety and confidentiality. This would normally only last a few days but can extend to a maximum of 2 weeks. Work shadowing can help to giv e plac ements an understanding of the work place and the job role that they are considering for a future career.

4 Approval of work experience placements

4.1 The Service Manager of the appropriate service wil l ultimately determine whether or not a work experienc   e par ticipant can be acc   ommodated. Completion of Appendix 1 is essential for all work placement applications.

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5 Duration of work experience

5.1 The duration of work experience should generally be:

- A maximum of 2 weeks for secondary school students
- A maximum of 12 weeks for other students and all other work experience placements.

This is usually conducted in a single block, however single or half days over a period of time may be approved at the discretion of the Service Manager in consultation with Human Resources.

6.0 Responsibilities

6.1 RESPONSIBILITIES OF THE SERVICE

The Service shall:

- Ensure that work experience/placement is not provided in operational areas that pose potentially serious occupational health and safety risks.
- Carry out and document risk assessments and ensure appropriate systems of work are put into operation.
- Ensure that supervisors are aware that their legal responsibilities and obligations under health and safety legislation extend to the person on placement.
- Ensure that prior to placement, appropriate training is undertaken by the person on placement to ensure they meet relevant occupational health and safety requirements.
- Ensure that work experience is not provided in areas that may compromise the confidentiality of the Council's business. Work experience placements will not normally have access to information maintained on Council systems.
- Ensure the participant has a clear understanding of roles and boundaries, including issues of confidentiality.

- Allocate a responsible person to supervise the placement, ensuring the mentor/supervisor has the resources and capacity to take on the role.

- Ensure that an appropriate induction programme is provided to ensure that the person on placement is introduced to organisational practices, procedures, including emergency procedures and can be fully supervised at all times.

- Ensure checklists are signed to record details of the induction process.

- Complete any required reviews for the work experience performance during the period of the placement.

- Consider if the placement opportunity can be used to contribute to service development, e.g. through projects that would not otherwise be possible.

- Ensure when offering placements which includes project work that this will not prevent a redeployee or other employee undertaking this.

- Make sure staff are aware of any specific role they may play in relation to the placement.

- Provide the work experience/person on the placement with details of the appropriate contact officer in case of emergency or inability to attend.

- Maintain records of the person on placement's attendance.

6.2 RESPONSIBILITY OF THE PERSON ON WORK PLACEMENTS

The work experience placement shall:

- Provide the Council with a completed Work Experience application form (Appendix 1) and any documentation from the relevant institution/organisation to demonstrate the work placement is an approved part of a relevant program or course of study.

- Comply with all Council Policy, procedures, relevant legislation and regulations and the reasonable lawful instructions of the work experience supervisor.

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- Comply wit h Council's standards of professiona l behaviour including courtesy and confidentiality during the period of their work experience.

- Contact the Council officer designat ed as their super visor during the period of the work experience within 30 minutes of the agreed s tarting time, should they be unable to attend on any particular day.

- Discuss any issues or concerns relating to the work experience activities assigned to them with t he Council offi cer designated as their supervisor, the Co uncil's Huma n Re sources team a nd/or the work experience supervisor from the relevant institution

- Ensure that they are appropriately a ttired, taking into consideration the nature of the duties, occupational heath and safety requirement s and contact with the public.

6.3 RESPONSIBILITIES OF HR SERVICES

The HR team shall:

- Develop and maintain the poli cy and procedures associated with requesting and carrying out work experience placements.

- Store and manage any documentation obtained to s upport the work experience placement, including any contact details.

- Advise on any clearances required.

7.0 Miscellaneous

- Insurance – all staff, whether undertaking voluntary or paid/unpaid work, are covered by The Council's Employers Liability Insurance.

- ID badges will be provided for all students and will clearly state "Student/Work Placement"

- Where a Service has a vacancy which needs to be filled quickly, is of short duration, which may be suitable for students, the normal recruitment protocols should be followed.

- Payments are not made by the Council for work experience placements and participants will not have employment rights as a worker.

8.0 Processing Personal Data

8.1 The Council processes personal data collected as part of their Procedures, in accordance with its Data Protection Policy. In particular, data collected as part of this process is held securely and accessed by, and disclosed to individuals only for the purposes necessary to action and manage this policy.

9.0 Monitoring and Review

9.1 HR shall monitor the effectiveness of this guidance on an ongoing basis. Amendments will be made as and when deemed necessary and, where appropriate, after consultation with recognised trade unions.

For additional clarification please refer to your Service HR Business Partner.

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Equality Impact Assessment

Policy Name	Student Placement Procedure
Department HR	
Policy Lead	HR
Equality Impact Assessment	
Has an EQIA been completed	Yes ☐ No* ☒
* In no please provide rationale Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics.	
Date Full EQIA complete	
Date Approved	
Review Date	

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<u>Appendix 10</u>

DOMESTIC ABUSE POLICY

Date: 30/01/2019

Version: 0.1 Draft

DOCUMENT CONTROL SHEET:

Key Information:

Title:	Domestic Abuse Policy
Date Issued:	
Date Effective From:	
Version Number:	0.1
Document Type:	Policy draft
Document Status:	Draft
Author:	Kimberley Dickson
Owner:	Clackmannanshire Council
Approver:	Council
Approved by and Date:	
Contact:	
File Location:	

Revision History:

Version: Date:		Summary of Changes	Name:	Changes Marked:
0.1 Jan	**2019 Draft**	**KD**	**N/A**	

DOMESTIC ABUSE POLICY

1. Introduction

1.1 Clack mannanshire Council recognises that domestic abus e is a serious issue that affects the lives of many adults and children. Domestic abuse is unacceptable and inexcusable.

1.2 Any controllin g, coercive, threateni ng or violent b ehaviour between those aged 16 or over, who are or have been intimate partners or family members, regardless of gender or sexuality, is defined as domestic abuse.

2. Policy Aims

2.1 The aims of the policy are:-

- to assist and support managers to identify and deal in an appropriate manner with employees currently experiencing domestic abuse;

- to assist and support employees w ho s eek help in addressing problem s arising from domestic abuse and ensure that these employees are responded to quickly, positively, and in confidence.

- to assist and support managers to identify and de al in an ap propriate manner with perpetrators of domestic abuse and who are employees of Clackmannanshire Council

3. Scope and Responsibility

3.1 This policy applies to all employees of Clackmannanshire Council.

4. Processing of Personal Data

4.1 The Council process es personal data collected as part of this procedure in accordance with its data protection policy. In particular, data collected as part of this process is held secur ely and ac cessed by, and disclosed to, individua ls only for the purposes necessary to action and manage this procedure.

5 . Monitoring and Review

5.1 HR shall monitor the effectiveness of these procedures on an ongoing basis . Amendments will be made as and when d eemed necessary and, where appropriate, after consultation with recognised trade unions

Policy Name	Domestic Abuse Policy
Department HR	
Policy Lead	HR
Equality Impact Assessment	
Full EQIA required	Yes ☐ No* ☒
* In no please provide rationale Policy applies equally to all Council em ployees and does not negatively impact on any group which falls within any of the 9 protected characteristics.	
Date Full EQIA complete	N/A
Date Approved	
Review Date	

4

Appendix 11

DOMESTIC ABUSE PROCEDURE

Date: 30/01/2019

Version: 0.2

DOCUMENT CONTROL SHEET:

Key Information:

Title:	Domestic Abuse Procedure
Date Issued:	
Date Effective From:	
Version Number:	0.1
Document Type:	Policy draft
Document Status:	Draft
Author:	Kimberley Dickson
Owner:	Clackmannanshire Council
Approver:	Council
Approved by and Date:	
Contact:	
File Location:	

Revision History:

Version: Date:		Summary of Changes	Name:	Changes Marked:
0.1 Jan	**2019**	**Draft**	**K.D**	**N/A**
0.2 March	**2019**	**Addition from Policy group**	**K.D**	

DOMESTIC ABUSE PROCEDURE

1. Introduction

Clackmannanshire Council recognises that domestic abuse is a serious issue that affects the lives of many adults and children. Domestic abuse is unacceptable and inexcusable.

Any controlling, coercive, threatening or violent behaviour between those aged 16 or over, who are or have been intimate partners or family members, regardless of gender or sexuality, is defined as domestic abuse.

2. Definitions

Domestic abuse is not a one off incident but is an on-going pattern of behaviour. Once begun, the abuse and/or violence will repeat and will often get worse over a period of time.

- Physical violence - such as hitting, punching, kicking, strangulation, suffocation etc.
- Psychological and emotional abuse – names calling, intimidation, insulting, isolating you from friends and family, denying abuse, treating you as inferior, threatening to harm the children or take them away, hurting pets, undermining confidence, making racist remarks, making you feel unattractive, threatening suicide if you leave.
- Sexual abuse - such as rape, indecent assault, taking explicit photos or videos against your will or any other sexual act that you do not want to do.
- Financial abuse - controlling access to money, cars and other personal belongings, running up debts in your name etc.
- Stalking or harassment - such as following their victim, appearing at their home or workplace, repeatedly making phone calls, sending texts and emails.

This abusive behaviour may occur in a variety of relationships: married, separated, divorced, living together, dating, heterosexual, gay or lesbian, child on parent abuse and elder abuse.

Domestic abuse also includes Forced Marriage, so called Honour Based Violence and Female Genital Mutilation.

3. Recognising the signs

3.1 An employee approaching their Manager for help may not be the first sign that the employee is suffering from domestic abuse. As a Manager, you are in a unique position to observe your teams performance, behaviour and demeanour at work and you may have your own suspicions or have heard rumours from colleagues.

3.2 People experiencing domestic abuse may feel stigmatised and disempowered. They often do not want to admit or share their experiences because they feel some responsibility for their situation, they feel shame or they feel they should be able to deal with the situation on their own. It is unlikely that an employee who feels this way will admit that they are experiencing domestic abuse if confronted by their Manager. However, you should still ask the employee in a sensitive manner if everything is fine at home. This may be the lifeline someone needs.

3.3 If an employee's work performance and/or attendance become a cause for concern, you should ask for an explanation, as you would from any member of your team. It is then up to the employee whether they wish to disclose personal information during this or any future discussion with you. You should ensure that any discussion takes place somewhere private and try to ensure that there will be no interruptions. You should take time to listen, as you may be the first person the employee has told.

3.4 Out with formal discussions, other things you can do to spot the signs are:

- Look for sudden changes in behaviour such as an employee becoming withdrawn and quiet and/or changes in the quality of work performance for unexplained reasons

- Look for changes in the way an employee dresses for example excessive clothing on a hot day, changes to the amount of make-up used which may indicate the covering up of signs of physical violence

- Look for injuries such as bruises that are explained away; explanations for injuries that are inconsistent with the injuries displayed

- Look for other possible indicators, for example employees with a high absenteeism rate without explanation, employees who seem overly secretive regarding home life, or employees who appear to be isolated from friends and family

- Be aware of interruptions at work for example repeated upsetting calls/texts/emails or a reluctance to turn off mobile phone at work

4. Providing Support and Responding

4.1 Managers are not trained counsellors and are not expected to counsel employees experiencing domestic abuse, but should listen and provide information regarding support mechanisms and encourage the employee to seek support from appropriate agencies. Please contact your HR Business Partner for further information and support.

4.2 Effective 'first contact' responding includes some simple measures you can take:

- Believe an employee if they disclose that they are experiencing domestic abuse – do not ask for proof
- Speak to the employee about their immediate and future safety and assist them to think through their options for example agree a safety plan, discuss support networks, protection strategies and provide telephone numbers for organisations that can help including the police, women's aid, men's aid and rape crisis.

Reassure the employee that the Council has an understanding of how domestic abuse may affect their work performance and the support that can be offered.

- Undertake a risk assessment where relevant to ensure that the potential risk to employees and colleagues is lessened. Provide a range of practical workplace safety measures such as provision of temporary mobile phone, mutual agreement of a safe, confidential method of communication etc.
- Be aware of the parameters of your role as a Manager and make clear to an employee what you can and cannot provide

Providing support can include directing the employee to sources of support, both within the Council (e.g. Occupational Health Services, Employee Counselling Service, etc.) and out with as referred to above, and considering work related adjustments such as :

- Diverting phone calls or changing phone extension number if employee is receiving harassing calls, with the consent of the employee
- Agreeing with the employee what, if anything, to tell colleagues and how they should respond if their partner or former partner telephones or visits the workplace
- Ensuring the employee does not work alone or in an isolated area and checking that the employee has arrangements for getting safely to and from home
- Keeping a record of any incidents of abuse in the workplace, including persistent telephone calls, emails or visits to the workplace
- Supporting the employee in a sympathetic, non-judgemental and confident manner
- Granting reasonable paid or unpaid special leave for appointments where necessary and related to the employee's circumstances e.g. re-arranging housing or childcare, court appointments, solicitor, support agencies.
- Changing work patterns or adjusting workload for a temporary period to make it more manageable, or giving favourable consideration to any request for a change of workplace/work arrangements

- Reviewing the security of information held such as temporary or new addresses, bank or healthcare details

- With the employee's consent, advising colleagues of the situation on a need to know basis and agreeing the response should the perpetrator/alleged perpetrator contact the workplace or present themselves at the workplace

- At times when the employee needs to be absent from work, mutually agreeing a safe, confidential method of communication and consider safety implications that may arise when working from home

- Implementing particular security arrangements that may have to be put in place to ensure the safety of the employee and colleagues

5. Confidentiality and Recording

5.1 All advice, information and support should remain confidential. No information should be disclosed without the express written consent of the employee. However, Managers need to explain to the employee that where issues regarding the protection of children or the protection of adults in need of support arise, the child protection and the adult protection services will need to become involved without consent.

5.2 Managers should not post a copy of any correspondence to the employee; they should give a copy to the employee in person, as the abuser may have access to mail at home.

5.3 If any arrangements are made regarding changes to working hours/post/location the agreement and review date should be put in writing and a copy placed in the employee's Human Resources file. The reason for changes should be 'personal circumstance' and not full details of the situation.

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6. Perpetrators of Abuse

6.1 Any employees who are alleged perpetrators of abuse within the workplace may be dealt with in accordance with the Council's Dignity at Work Policy and Procedure and where applicable the Council's Disciplinary Policy and Procedures.

6.2 Any employees who are alleged perpetrators of abuse out with the workplace may be dealt with in accordance with the Council's Disciplinary Policy and Procedures, if the allegations are considered to fundamentally affect the employee's suitability for the post which they hold with the Council.

6.3 Employees should inform the Council immediately of any cautions or convictions for domestic abuse. Failure to do so may itself be viewed as a disciplinary matter. An employee who is charged or convicted of a criminal offence may result in disciplinary proceedings being taken against the employee, up to and including summary dismissal.

6.4 Where an employee has made an allegation without foundation that another employee is perpetrating abuse, this will be viewed as a serious employee conduct issue and will be investigated and addressed where appropriate using the Council's Disciplinary Policy and Procedure.

7. Training

Courses are available on Clacks Academy to assist managers with developing soft skills to manage difficult conversations and help employees through difficult times. For further information contact HR or OD.

8. Monitor and Review

HR shall monitor the effectiveness of these procedures on an ongoing basis. Amendments will be made as and when deemed necessary and, where appropriate, after consultation with recognised trade unions.

Policy Name	Domestic Abuse Procedure
Department HR	
Policy Lead	HR
Equality Impact Assessment	
Full EQIA required	Yes ☐ No* ☒
* In no please provide rationale Policy applies equally to all Council em ployees and does not negatively impact on any group which falls within any of the 9 protected characteristics.	
Date Full EQIA complete	N/A
Date Approved	
Review Date	

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