
Report to **Audit & Scrutiny Committee**

Date of Meeting: **23rd April 2026**

Subject: **Corporate Performance 2024/25**

Report by: **Senior Manager, Partnership & Transformation**

1.0 Purpose

- 1.1. This report presents a summary of Clackmannanshire Council performance in 2024/25, aligned to the Wellbeing Economy Local Outcomes Improvement Plan (LOIP). Appendix A forms part of our Public Performance Reporting (PPR) duties and was published by the statutory 31st March deadline. Information is presented for each priority outcome, highlighting significant achievements, challenges, and planned improvements for future reporting.

2.0 Recommendations

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

3.0 Considerations

- 3.1. Council performance is reported in the interests of transparency and open engagement. The purpose is to learn from the past, understand the context and how others are managing issues, and build learning into future planning. The aim is to inform meaningful debate, enabling partners, communities and individuals to jointly make evidence-based decisions, ensuring we collectively achieve agreed goals for the people and area of Clackmannanshire.

3.2. Statutory Duties for Public Performance Reporting (PPR)

- 3.2.1. Appendix A provides links to Accounts Commission expectations for PPR, and the Council's performance web pages which consolidate the range of reports forming our response. Expectations are, quite rightly, extensive and set high standards for accountability, transparency and informed engagement in decision-making. Duties emphasise the importance of balanced, timely and accessible reporting covering the full scope of Council activities.
- 3.2.2. Councils must evidence how they are working with partners to achieve local priorities, responding to needs and learning from best practice. We must demonstrate understanding of factors influencing performance, outlining how we measure success in terms of cost, economy, efficiency and effectiveness.

Reporting should reflect the themes of: Using resources effectively; Working with partners and communities; Financial sustainability; and Use of data and assessments to support improvement and transformation.

- 3.2.3. Focus is on outcomes and end-to-end analysis of resource management, process optimisation and delivery of tangibles to support desired end results. Data should be robust, consistent, comparable, complemented by narrative, and summarised concisely at different levels. Public Service Improvement Framework guidance reinforces similar aspects of scope, integrity and 'Ts & Cs': trends, targets, comparisons (including similar authorities) and causes.
- 3.2.4. The Local Government Benchmarking Framework (LGBF) is a key dataset from which indicators are selected based on local relevance, and Councils must explain any excluded from reporting. Appendix A includes 92 of the 108 framework indicators (85%), with Directors and Chief Officers agreeing the following exclusions (though some are still used internally):
- **Self-directed Support Spend** (1 measure): No longer considered informative as national bodies wish to shift emphasis from outlined options to underlying principles of choice, control and positive individual outcomes.
 - **Secondary School Attainment** (8 measures, tariff scores & awards): Of the 10 measures, the 2 most relevant are included (tariff scores – all pupils and deprived areas). Tariff scores are more representative and timely, plus too many similar indicators present a confusing picture for the public.
 - **School Exclusions** (2 measures, all pupils and care-experienced): It is no longer of value to report these as Clackmannanshire levels have been negligible since 18/19, with alternatives to exclusions always sought.
 - **Satisfaction with Schools** (1 measure): The Scottish Household Survey allows residents to give views regardless of whether any household members are engaged with the education service (differs from satisfaction with services accessible to anyone, such as waste and leisure).
 - **Energy Efficiency Standard for Social Housing (EESH)** (1 measure): National reporting was paused after 2021/22 due to regulatory changes, and no alternative measures on other standards have been adopted yet.
 - **Residents Earning Less Than Living Wage** (1 measure): It is very disappointing that small authorities are being failed by the Office for National Statistics who now only report this vital measure for larger areas. Between 5 and 13 Councils have been excluded from results each year since 2020/21, with Clackmannanshire reported as N/A in all 5 years.
 - **Museums & Galleries** (2 measures, cost and satisfaction): No service – the Council does not have a permanent museum.

3.3. Meeting Our Duties and Planned Improvements

- 3.3.1. Each year, the Council publishes a wide range of reports aligned to specific outcomes, services, partnerships and activities. The suite of performance web pages provides a central list of key strategies and reports to evidence how we are meeting recommendations. As noted, expectations are extensive and no individual report can fulfil them all if we are to be fully accountable and transparent. Appendix A is only one level in the 'golden thread', linking higher-level strategies (such as the LOIP and budget papers) to service-level information (such as business plans and other statutory reports).

- 3.3.2. Few reports, however, are wholly compliant with duties or fulfilling their required purpose in the ‘golden thread’. Awareness-raising on core aims and good practice continues with colleagues, as substantial reframing is essential to improving quality and reducing duplication. Each level must be informative for regulatory bodies, elected members and, most importantly, any member of the public seeking Council performance information. It is acknowledged that even this report is not achieving all stated aims, but iterative improvements to date and more substantial planned enhancements are outlined below.
- 3.3.3. **Balance:** Indicators are selected on merit and outcome coverage, without reference to results (many of which are not available at that point). We use rules-based assessments and thresholds, reporting positives and negatives in the interests of open and honest debate. This is felt to be an area of strength, but further deployment is required, particularly around ensuring all strategies explicitly state at the outset the indicators that will evidence success.
- 3.3.4. **Accessibility:** This refers both to ‘technical’ formats accessible to those with disabilities, and ‘non-technical’ needs to be easily found, understandable and concise. We use formats and features compatible with screen readers, present data in charts and tables, and try to use jargon-free language. Much further work is required across all reports to improve clarity and presentation in formats that meet a range of needs. Length, in particular, must reduce to stop putting off potential readers and maximise value invested in production.
- 3.3.5. **Timeliness:** Though it is an improvement on previous reports, 2024/25 data is only available for 61% of indicators. Attempts to move reporting forward will reduce this further due to delays and revisions, both nationally and in local data returns. Substantial improvement is needed, and this is also an issue for in-year service reporting as forward planning has become disjointed from the need for proactive real-time early intervention as concerns are identified.
- 3.3.6. **Outcome Focus:** All indicators are directly aligned to priorities, with full life-cycle coverage of how inputs and processes are managed to deliver outputs and outcomes. Datasets are regularly reviewed and more useful sources become available on a frequent basis, to the extent that a single static report can no longer encompass the volume of relevant considerations, particularly when indicators are relevant to multiple outcomes.
- 3.3.7. **Comprehensiveness:** Efficiency, effectiveness and satisfaction measures present a rounded summary, with notes on gaps and areas for development. Some relate to full coverage of Council activities and the themes in 3.1.2. This is again relevant to the need for strategies to outline success measures at the outset to enable transparent consultation, ensuring all factors important to internal experts, partners and communities are represented.
- 3.3.8. **Continuous Improvement:** Iterative improvements are regularly made to reports, but more substantial change is required to support fully inclusive engagement. In 2026/27, we will begin web-publishing data profiles on a range of topics more frequently, to develop into dashboards when functionality and capacity allows. This will address duplication (or contradiction) across reports, which will move to referencing and signposting the profiles. Data will always remain an integral element of performance management, along with action and risk reporting, but this will improve balance and consistency, accessibility and timeliness, and support full coverage of all duties.

3.4. Corporate Performance in 2024/25

3.4.1. Appendix A presents 2024/25 performance information, summarised at a high level, then by priority, followed by individual indicators. Summaries discuss key factors, achievements, challenges, and the partnerships and strategies strengthening performance against outcomes. These reflect the LOIP's vision, expanded for full coverage of duties, with Best Value the most notable addition, emphasising a core commitment to appropriate governance, conduct and resource management at all times as we seek to achieve outcomes.

3.4.2. Wider considerations are also explored, with deprivation a recurring issue limiting opportunities and quality of life for many in the area, in parallel with reducing public sector budgets. Global events, pandemic legacies, cost of living and fuel crises have demonstrable local impacts, which many groups and individuals work tirelessly to reduce. It should also be noted that Clackmannanshire's small population (only 8% of the largest authority, and less than 1% of Scotland) means comparatively low numbers are involved, with spikes and dips more common than in most other areas.

3.4.3. Overall results show that, while times are extremely difficult and there is still much to be done, we are tipping many things in the right direction and making steady progress in reducing harms and improving people's lives. Over half of indicators (54%) are amber overall, while nearly a third (30%) are green, and a sixth (16%) are red. Satisfactory trends are evident in 40%, though 30% are unsatisfactory. Performance against targets is the most positive area, with 60% green, though 22% are red. In benchmark comparisons, 19% are in the top quartile, however, 27% are in the bottom quartile.

3.4.4. **Key challenges:** While many complexities are discussed throughout this, and other reports, and indicators should not be viewed in isolation, 14 (8%) are red across all factors, namely:

- **Wellbeing:** Domestic abuse; Child protection re-registrations within 18 months; Rate of children cared for by the authority; Adult care perceptions around supporting independence; and having a say; and Child poverty.
- **Economy & Skills:** Secondary level academic attainment across all pupils; and in deprived areas; and Economic inactivity; including the proportion due to long-term ill-health.
- **Places:** Young people living in the 20% most deprived areas of Scotland; and Satisfaction with sports facilities.
- **Best Value:** Sickness absence across all local government employees (excluding teachers); and Use of financial reserves to balance the budget.

3.4.5. **Key achievements:** Strategic partnership efforts have, however, resulted in 26 indicators (15%) being green across all factors, namely:

- **Wellbeing:** Care-experienced children looked after in a community setting; Deaths from suicide in young people; Alcohol-related hospital admissions in young people; Older people with long-term needs receiving homecare; and Fuel poverty.
- **Economy & Skills:** Early learning inspections; Unemployed people assisted into work via Council programmes; Median earnings; and Timeliness in processing crisis grants; and Community care grants.

- **Places:** C class road condition; Discretionary housing payments; Active travel to school; Household waste recycling; Carbon dioxide emissions from electricity; and Natural gas; and Young people living in the 20% most access deprived areas of Scotland.
- **Best Value:** Low costs for development planning; Environmental health; Trading standards; and Older people's home care; and Residential care; Cost/revenue ratio for general fund; and Housing revenue account; Rent loss due to empty properties; and Outturn expenditure.

3.5. Conclusion

3.5.1. While concerns remain, vital progress is being made across many areas to enhance the supports and connectivity of local people and communities. As expectations increase in tandem with resources reducing, it is essential that the Council invests in modern tools, and in staffing performance management functions to ensure we fulfil duties and meet the needs of local people. Feedback on this report and our overarching arrangements is very welcome.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. *Financial Details – 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 in the report. Yes

5.4. *Staffing – 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

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**

Complies with relevant Council Policies

8.0 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website) Yes

8.2 If an impact assessment has not been undertaken you should explain why:
There are no direct equalities implications arising from this report

9.0 Legality

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

10.0 Appendices

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

Appendix A – Corporate Performance Report 2024/25

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)

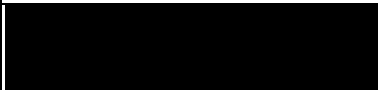
Yes (please list the documents below) No

Data sources are too extensive to list but are recorded internally, and any local analysis is held in accordance with this requirement.

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Approved by

NAME	DESIGNATION	SIGNATURE
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**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann



Corporate Performance Report

2024/25

Introduction & Contents

Clackmannanshire has much to be proud of: its long history and rich heritage; its stunning scenery and places to visit; its welcoming communities and strong local identity; its central location and digital infrastructure; and its traditions of public service. These strengths make Clackmannanshire a great place to raise a family and feel part of a community. A wide range of public, private and charitable (third sector) organisations, as well as many community groups and individuals want to play their part in ensuring the area and its people flourish.

The Clackmannanshire Alliance Community Planning Partnership agreed the [Wellbeing Economy Local Outcomes Improvement Plan](#) (LOIP) in October 2024. The plan's development included extensive consultation with local partners and communities to identify the issues most important to local people, and the key challenges they want to see addressed to make a real difference to people's lives. This report presents information on progress in addressing these issues, particularly focussing on Clackmannanshire Council's contribution.

Our key areas of focus are listed below (detailed outcomes on page 4). These reflect those outlined in the LOIP with some additions to ensure the Council fulfils its statutory [Public Performance Reporting](#) duties. These priorities also align to the vision and aims detailed in the [General Services Revenue & Capital Budget](#), which explains how the Council will allocate funding in support of these outcomes. Further information on a wide range of Council and partner strategies, activities and performance reports can be found on the [Council website](#).

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Guidance & Definitions

Purpose of this Report

- To look back at how things have gone, and be open and honest about our performance,
- To recognise what was successful and why, to ensure we continue doing things that achieve positive results,
- To consider what needs to improve, and whether we need to change plans and approaches to make it happen,
- To make sure decisions are fact-based, so that we're targeting the right areas and meeting people's needs.














Aims

We follow national aims and recognised good practice, always trying to make reports:

- **Balanced** – selecting indicators based on merit, not results, and reporting both positives and negatives,
- **Accessible** – using features to support those with disabilities, and clear jargon-free language,
- **Timely** – reporting as soon as possible, and including information that's as up to date as possible,
- **Outcome-focussed** – looking at whether inputs and processes are achieving the desired end results,
- **Comprehensive** – covering the full scope of themes, services, and work with partners and communities.

















The most important final aim is to **continuously improve**. Planned changes will improve accessibility, efficiency and clarity, while reducing duplication. As well as internal data sources, we use the [Scottish Public Health Observatory](#), [Local Government Benchmarking Framework](#), and [National Records of Scotland](#). This makes timeliness a challenge as many publications have up to a 2-year delay, but we will also improve on this, while still covering all the right areas.

Icons & Definitions

Indicator Titles	Brief description of what's being measured (detailed definitions are held internally). This may be speed, cost or effectiveness and gives an indication of how well we're managing different areas.
Charts	These include labels and nearby text to explain what's shown. Outcome charts show total numbers of green, amber and red indicators (or percentage in Detailed Data sections). Performance Analysis charts show Clackmannanshire results as solid lines, Scottish averages as dashed lines, and some have family group results or targets as dotted lines. Charts are small and we recommend viewing electronically so you can zoom in (and also to save paper).
Overall Summary	A high-level assessment of performance across the 3 factors of trends, targets and benchmarks.  Broadly Positive  May Require Action  Underperforming
Financial Years	We report by budget year (which runs from April to March) and data tables include results for the last 5 years (2020/21 to 2024/25), though the most recent value is sometimes not available.
5-year Trends	The relatively small local population (8% of the largest authority, less than 1% of Scotland) means spikes and dips are common so we look longer-term at whether averages over the last 5 years have improved. This uses 5 & 10% thresholds, sometimes taking other factors into account.  Satisfactory (improving or sustained strong results)  Borderline  Unsatisfactory
Target Status	Whether we're achieving desired levels (Data Tables include what targets are based on). These should be realistic, but more challenging in high priority areas. We're not necessarily aiming for the exact figure, more often to stay above or below certain thresholds, highlighted by the status.  Meeting target or within 5%  Missing target by 5-15%  Missing target by more than 15%
Scottish Average Family Group	National results or sometimes the average of the 32 Council results (depending on available data). The median (middle) result for the 8 most similar Councils in terms of deprivation (for people-based measures) or rurality/population density (place-based). Renfrewshire, South Lanarkshire and West Lothian are in both groups, along with Dumfries & Galloway, Falkirk, Fife & South Ayrshire (for deprivation) and Angus, East Renfrewshire, Inverclyde, & Midlothian (for rurality).
Rank	Authority results are ranked best (1 st) to worst (32 nd). This analysis treats low costs as better due to the savings drive, but this is under review as it also represents investment and prioritisation.
Quartiles	Rankings split into 4 groups for a summary of benchmark comparisons. The usual split is below but quartiles may be smaller if not all authorities report (e.g. 6 Councils have no Housing service).  Top quartile (1 st to 8 th place rankings)  3 rd quartile (17 th to 24 th place)  2 nd quartile (9 th to 16 th place)  Bottom quartile (25 th to 32 nd place)

Corporate Objectives & Priorities

The Council's key outcomes reflect the vision outlined in the [Wellbeing Economy Local Outcomes Improvement Plan 2024-34](#) (LOIP) agreed by the Clackmannanshire Alliance Community Planning Partnership in October 2024. Some topics have been expanded for full coverage of the Council's statutory Public Performance Reporting duties. The most significant addition is the final outcome, emphasising our core commitment to focus not only on end results, but also on ensuring that governance, conduct and resource management is appropriate and transparent at all times as we seek to achieve those results. Self-assessment, external learning, benchmarking, partnership working and community engagement are integral to all outcomes and priorities.

	Outcome 1: Wellbeing	We will reduce inequality, tackle the causes of poverty and health inequality and support people of all ages to enjoy healthy and thriving lives
	Priority 1.1: Physical & Mental Health	We will help people to live longer in good health and improve the health & wellbeing of everyone in Clackmannanshire
	Priority 1.2: Age-related Outcomes	We will support younger and older people to ensure that everyone grows up and grows older in inclusive communities
	Priority 1.3: Poverty & Vulnerability	We will tackle the causes and effects of poverty and will work to mitigate the financial challenges for those most vulnerable
	Outcome 2: Economy & Skills	We will help people to access fair work, learning and training, and will work together to build a strong local economy
	Priority 2.1: Educational Outcomes	We will support all children & young people to contribute to communities and develop skills for learning, life and work
	Priority 2.2: Labour Market & Fair Work	We will ensure people have access to sustained and fair work, and can develop skills through training and learning
	Priority 2.3: Economic Opportunities	We will remove barriers and meet current and future skills needs for a strong business base and thriving economy
	Outcome 3: Places	We will work with communities to create sustainable and thriving places where people have a sense of connection and control over decisions
	Priority 3.1: Sustainable Places	We will create resilient places which support improved wellbeing and help reduce inequality for our citizens
	Priority 3.2: Environmental Sustainability	We will reduce emissions and mitigate the impacts of climate change as well as increasing awareness of the challenges
	Priority 3.3: Neighbourhoods & Amenities	We will create local sustainability, maximising our natural capital and assets to improve wellbeing
	Outcome 4: Best Value	We will ensure services provide Best Value through continuously improving governance standards and being responsive, accountable and transparent
	Priority 4.1: Workforce	We will promote equality and diversity, and develop a workforce with the skills and capacity to achieve our goals
	Priority 4.2: Assets	We will ensure sound management of buildings and other resources, focussing on community needs and engagement
	Priority 4.3: Financial Sustainability	We will balance the quality of services with cost, and ensure they are sustainable to meet current and future needs

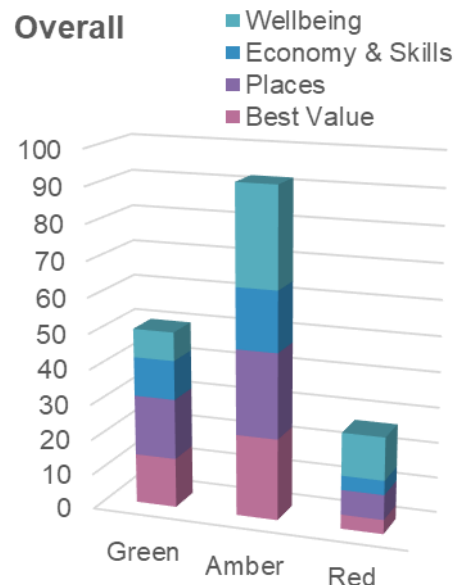
Summary of Outcome Achievements & Challenges

Overall Performance

While a substantial number of achievements have been made across a wide range of areas in recent years, some significant challenges remain for the people and area of Clackmannanshire. Public services work in close collaboration to address these issues, with Council, Police, Fire, Health Service, and other partners leading on different initiatives.

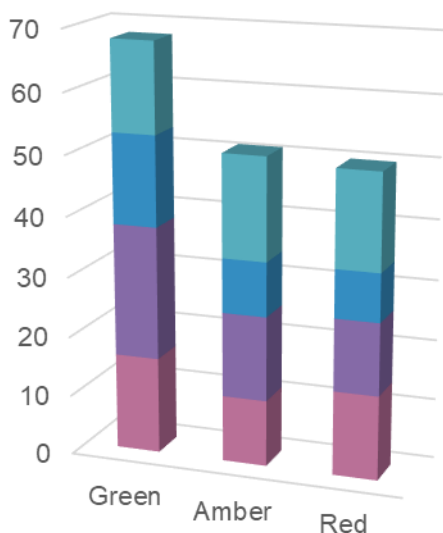
Many areas have recovered beyond pre-pandemic levels but some long-term impacts persist, particularly in health and wellbeing. Deprived areas were affected more severely, and other local demographics also exacerbate challenges. Wider Scottish, UK and global influences mean issues such as cost of living and energy prices continue to affect local people, making partnership working and community engagement more important than ever.

This report summarises many indicators used to inform evidence-based decision-making, however, there are many complexities and not all relevant considerations can be incorporated. Additional performance information is available via the Council's website. Improvements are planned around how we communicate and present this information to ensure it is accessible, balanced and timely for all members of the public.

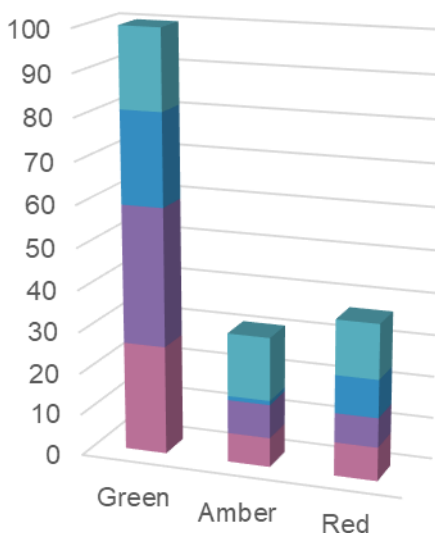


- Overall results show that, while times are extremely difficult and there is still much work to be done, we are tipping many things in the right direction and making steady progress in reducing harms and improving people's lives.
- Across the range of relevant factors, performance in the Best Value outcome is most favourable overall, followed by Economy & Skills and then Places, with the greatest number of challenges evident in relation to Wellbeing.
- Contrasting positive and negative elements within performance indicators mean the majority are amber overall, over half (54%), while nearly a third (30%) are green, and a sixth (16%) are red overall.
- Satisfactory trends are evident in 40% of indicators, though 30% are borderline (amber) and a further 30% are unsatisfactory (red). Global events in the last 5 years mean many would be worse without Council intervention.
- Performance against targets is the most positive area, with 60% green, 18% amber and 22% red (though some targets may require review). This shows that, despite local challenges, we are making iterative improvements.
- In benchmarks, 41% of indicators are in the top 2 quartiles (best performing 16 Councils), and 54% in the bottom 2 quartiles (5% are not benchmarked). This is slightly better than 39% (top 2) and 61% (bottom 2) in 2023/24.
- A total of 14 indicators (8%) are red across all factors, however, 26 (15%) are green across all factors.

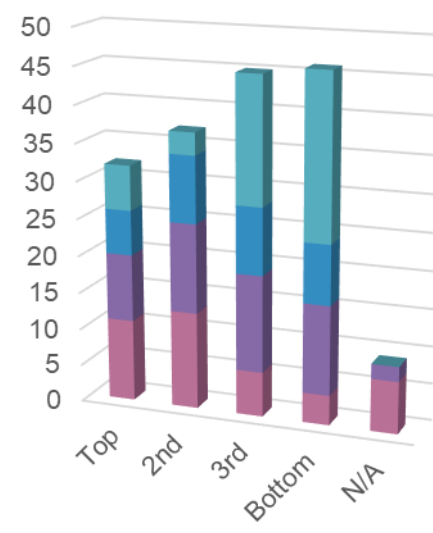
Trends



Targets



Quartiles



Outcome 1: Wellbeing

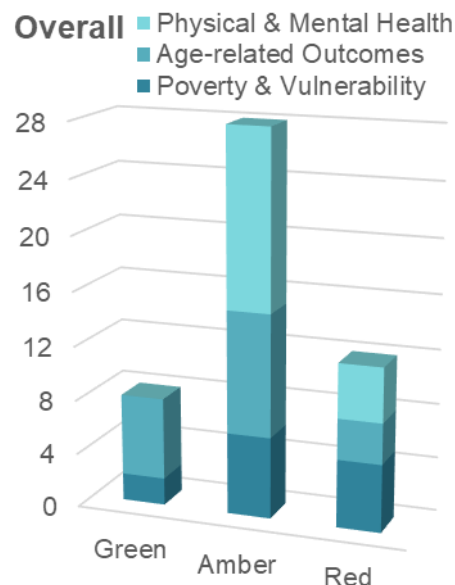


In this outcome, the greatest challenges are evident in the Physical and Mental Health priority, with additional resilience concerns in relation to Poverty and Vulnerability, but more positives in Age-related Outcomes.

In Physical and Mental Health, we analyse life expectancy, mortality, substance use, hospital admissions and mental wellbeing. Age-related Outcomes include prevention and screening, child protection, and other wellbeing issues for young people, as well as older people. Poverty and Vulnerability focuses on adult care, health survey, early years and household finances (with reference to relevant indicators in other sections).

As with all outcomes, complexities and different positives and negatives result in the majority of indicators summarised as amber overall. This is the only outcome with more reds than greens, and no indicators in the Physical and Mental Health priority are assessed as green overall.

There is a roughly even split in satisfactory, borderline and unsatisfactory trends. Performance against targets is the most positive factor across all areas. Deprivation-related health factors, in particular, mean few indicators in this outcome perform in the top half of Councils (the top 2 quartiles).



Key Achievements

- Consistently strong performance in providing homecare for older people with long-term needs
- Positive trends in fuel poverty, moving to below average levels
- Among the highest proportions in the country of care-experienced children & young people cared for in a community setting
- Continued reductions to low levels of alcohol-related hospitalisations in young people
- A major reduction of suicides in young people to zero

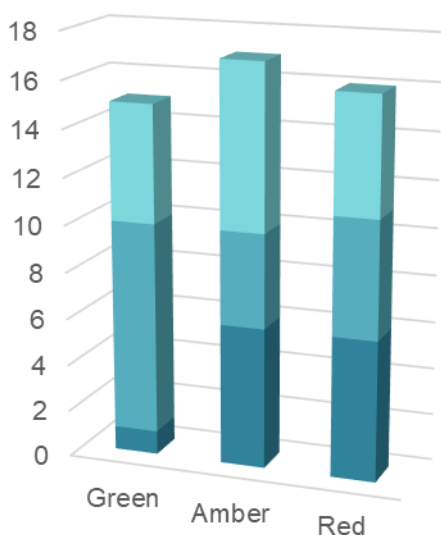
Key Challenges

- Continued high levels of children and young people cared for by the local authority
- Child protection re-registrations within 18 months remain high (as a proportion, though this involves very low numbers locally)
- Low satisfaction with adult care services, particularly around independence and having a say
- Levels of domestic abuse remaining among the highest in the country
- Ongoing concerns around high local levels of child poverty

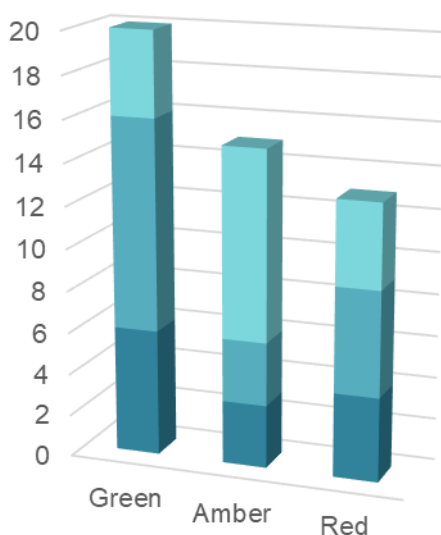
Key Partnerships & Strategies

- Forth Valley NHS Strategies, including Suicide Prevention and Mental Health & Wellbeing
- Health & Social Care and Alcohol & Drug Partnership Strategic Plans
- Tackling Poverty and Family Wellbeing Partnerships
- Children's Services Plan, The Promise and Safeguarding Through Rapid Intervention
- Community Justice Partnership
- Violence Against Women & Girls Plan and Third Sector Interface

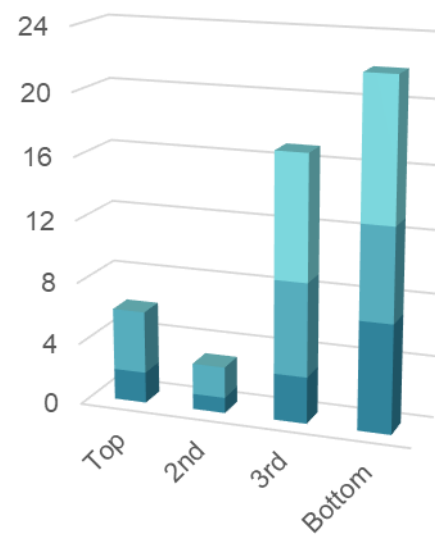
Trends



Targets



Quartiles



Outcome 2: Economy & Skills



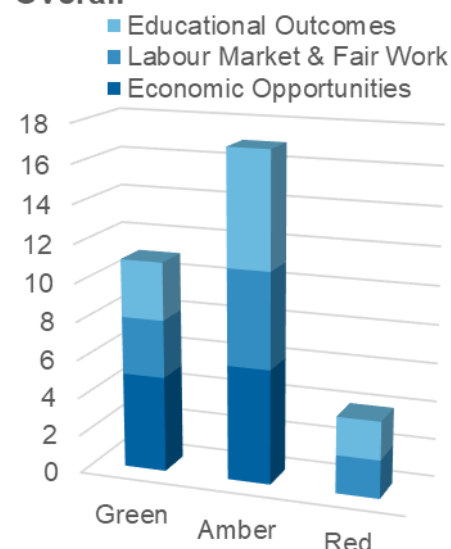
Here, though there are some contrasting results, the most positives can be seen in relation to Economic Opportunities, with broadly similar performance across Labour Market and Fair Work, and Educational Outcomes.

Indicators relevant to Educational Outcomes include inspections, school attendance, primary and secondary level academic attainment, school leaver destinations and participation. Labour Market and Fair Work focuses on modern apprentices, unemployment, economic inactivity and household income. In Economic Opportunities, we assess financial supports, business & economy, development planning and Council spend.

Similarly to other outcomes, high proportions of indicators are amber overall, but here more are summarised as green than red. There are no measures in the Economic Opportunities section that are red overall.

Nearly half of indicators have satisfactory trends, with roughly a quarter showing as both borderline and unfavourable. Again, performance against targets is positive, but more polarised, with one amber and over two thirds green. Benchmark comparisons are split more evenly, though with fewer top quartile, and no Economic Opportunities measures in the bottom quartile.

Overall



Key Achievements

- Strong Early Learning & Childcare inspection results, returning to the top quartile
- Continuing high levels of unemployed people assisted into work via the Clackmannanshire Works employability programme
- Positive trends seeing median earnings move to above average
- Financial supports provided in a timely manner with virtually all Crisis and Community Care grant decisions provided within target timescales

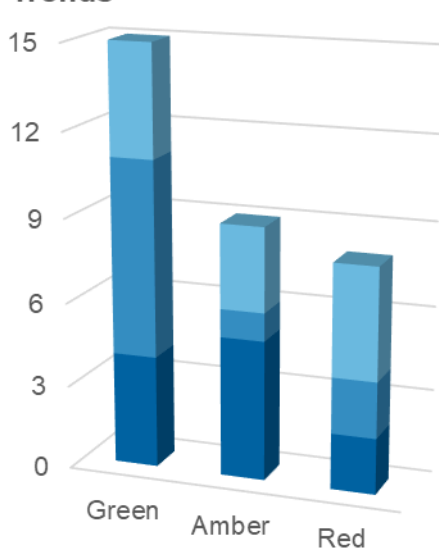
Key Challenges

- Secondary school academic attainment across all pupils remaining around the lowest in the country
- Similar concerns around low secondary level attainment in pupils from deprived areas
- Unfavourable trends in the proportion of people who are economically inactive
- Significant increase in economic inactivity due to long-term ill health

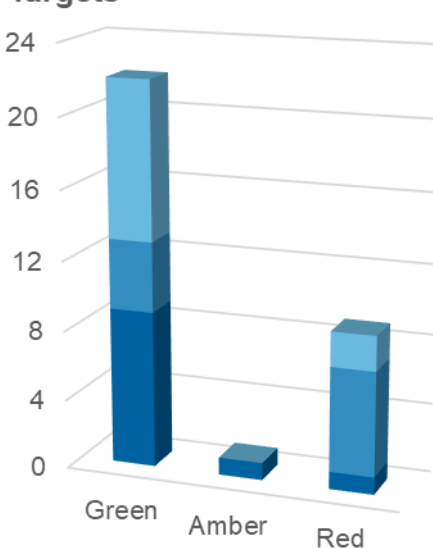
Key Partnerships & Strategies

- People Directorate Community Wellbeing Plan, including the Education National Improvement Framework
- Tackling Poverty and Family Wellbeing Partnerships
- Community Wealth Building Plan, Good Employment Charter and Local Anchor Partnership
- Business Support and Local Employability Partnerships
- Regional Economic Strategy and Skills Plans, City Region Deal and Connectivity Commission

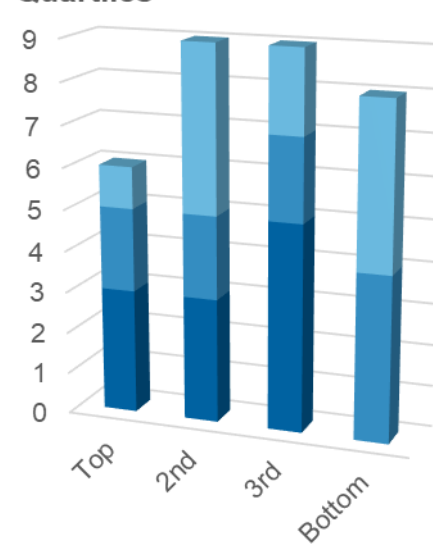
Trends



Targets



Quartiles





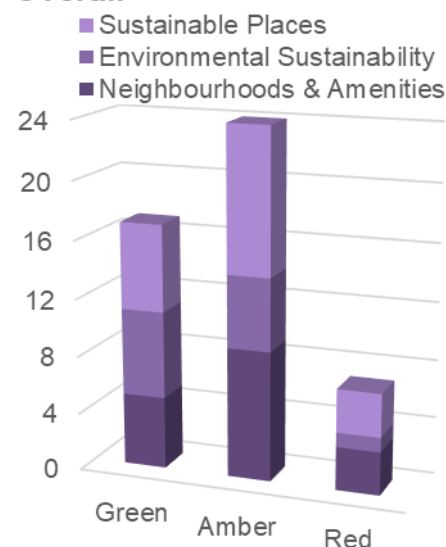
Across this outcome, slightly more challenges are evident in relation to Neighbourhoods and Amenities, followed by Sustainable Places, but with a more positive set of results in relation to Environmental Sustainability.

Sustainable Places performance is assessed in the areas of road condition, safety, resilience, housing and homelessness. For Environmental Sustainability, we review elements of active travel, recycling, street cleanliness, carbon dioxide emissions and climate change. Neighbourhoods and Amenities focuses on aspects of neighbourhood access, community plans and assets, inclusion, empowerment, environment and leisure.

Again, around half of indicators are summarised as amber overall, with over a third green and fewer reds. Only one indicator in the Sustainable Places grouping is assessed as red overall.

Trend summary proportions are similar to the previous outcome, nearly half satisfactory and around a quarter for both borderline and unsatisfactory. Consistently high target achievement is evident, with the smallest proportion of reds in this outcome. Rankings are distributed across all quartiles, slightly more in the third and fewer in the top (two measures not benchmarked).

Overall



Key Achievements

- Low proportions of C class roads requiring maintenance treatment
- Full use made of Discretionary Housing Payments budget
- Continuing high levels of active travel to school
- Improvement back to the highest recycling rates in the country
- Low carbon dioxide emissions from electricity and natural gas
- Ongoing low levels of access deprivation among children and young people

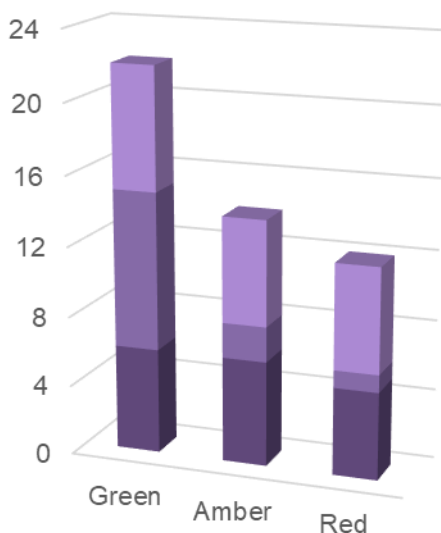
Key Challenges

- Continued high levels of crime deprivation among children and young people
- Low levels of satisfaction with local sports facilities
- A decline in street cleanliness
- Some resilience concerns around population 'fragility', single adult dwellings and low levels of volunteering

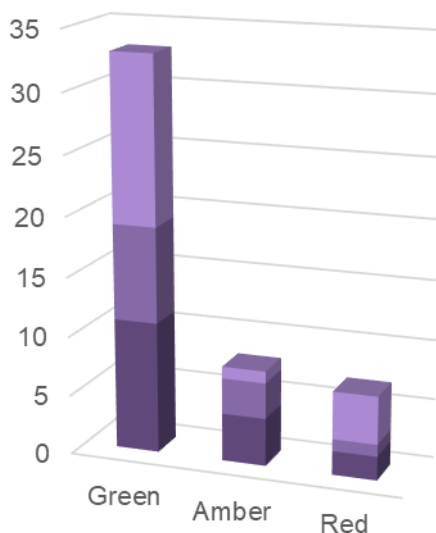
Key Partnerships & Strategies

- Community Planning Partners, particularly Police, Fire and Third Sector Interface
- Community Safety and Anti-social Behaviour Strategies
- Place Directorate Business Plan, including Asset Management and Housing Strategies
- Climate Change Board and associated strategies
- Regional Energy Masterplan and City Region Deal programmes
- Major Wellbeing Hub & Lochies School development project

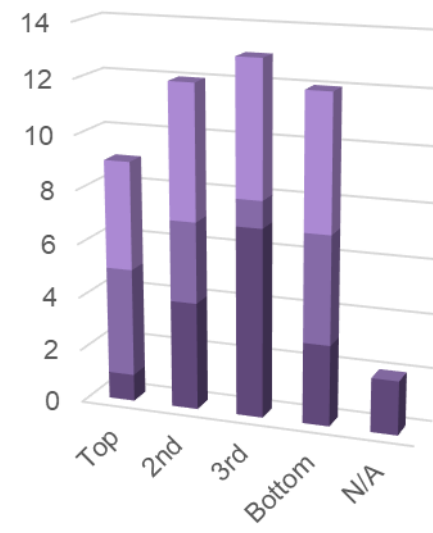
Trends



Targets



Quartiles



Outcome 4: Best Value

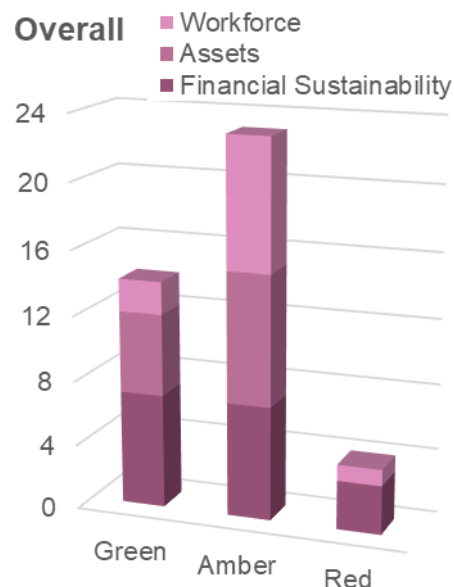


In these priorities, Assets shows stronger performance across key factors, with long-term challenges evident in Financial Sustainability and Workforce, and some development required in available indicators across this outcome.

Assets indicators cover the management of Council property, roads, land, community facilities and revenues income. Financial Sustainability includes cost indicators across the Health & Social Care Partnership, the People, Place and Partnership & Performance Directorates, and overall corporate results. Workforce performance is assessed around indicators summarising absence, equalities, governance and responsiveness.

As in other areas, the highest proportion of indicators are amber overall, reflecting a number of contrasting results where both positives and negatives are evident, often even within a single indicator. This outcome sees the lowest proportion of indicators assessed as red overall.

Slightly fewer positive trends are evident than in the previous two outcomes, with similar borderline trends and a third unsatisfactory. High levels of target achievement are again seen. Benchmarking is, however, more positive, with over a quarter of measures in the top quartile, and a third in the 2nd quartile.



Key Achievements

- Costs are lowest in the country for older people’s home and residential care, development planning and trading standards, and consistently low for environmental health
- Ratios of spend to income are among the best for both General Fund and Housing Revenue, and overall spend against budget is extremely positive
- Substantial reduction in rent lost due to empty properties
- Few instances of fraud and reportable data breaches

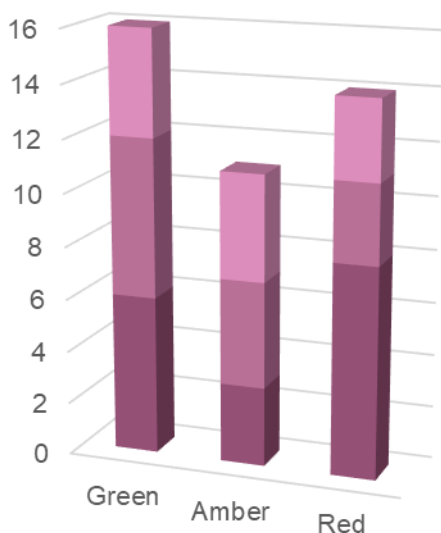
Key Challenges

- While sickness absence has improved in teachers, high levels remain a concern across the organisation as a whole
- Reliance on financial reserves to balance the budget was among the highest levels in the country
- As noted, available indicator sets across Assets and Workforce are not fully representative of the scope of activities and priorities, and some review is needed on how we manage cost indicators

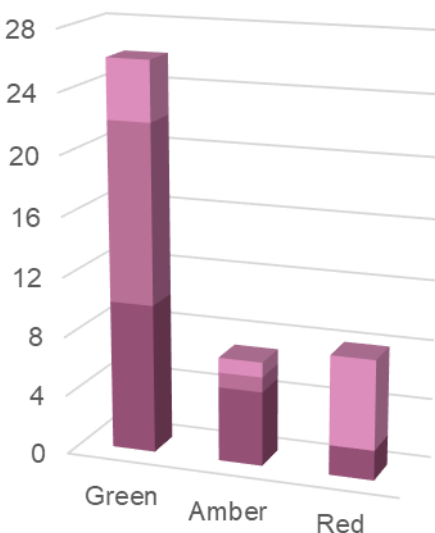
Key Partnerships & Strategies

- Annual Governance Statement self-assessment and audit cycles
- Be the Future transformation and Target Operating Model
- Capital, Asset Management and School Estate Strategies
- Partnership & Performance Business Plan, and Workforce, Governance, Digital and Comms & Engagement Strategies
- Financial Strategies and fairer debt collection partnership work
- Major collaborative review with neighbouring local authorities

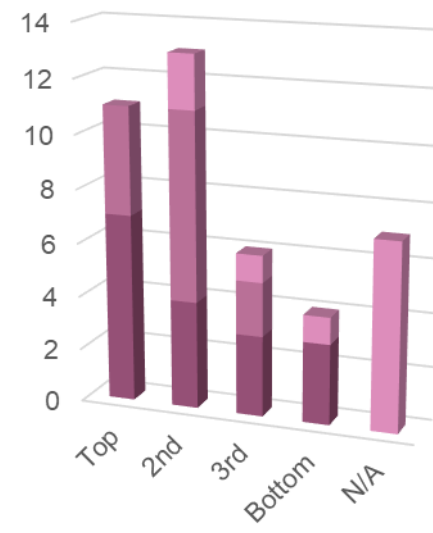
Trends



Targets



Quartiles



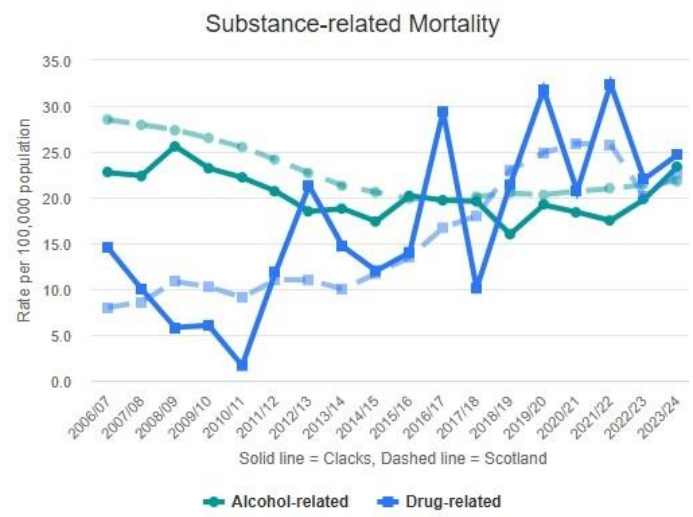
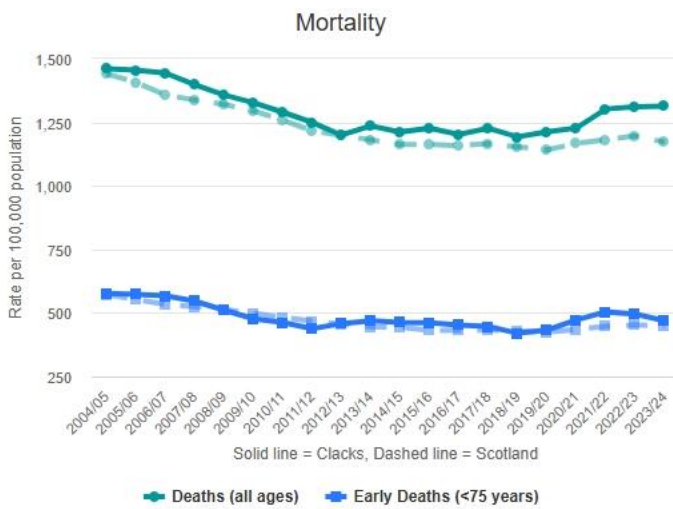
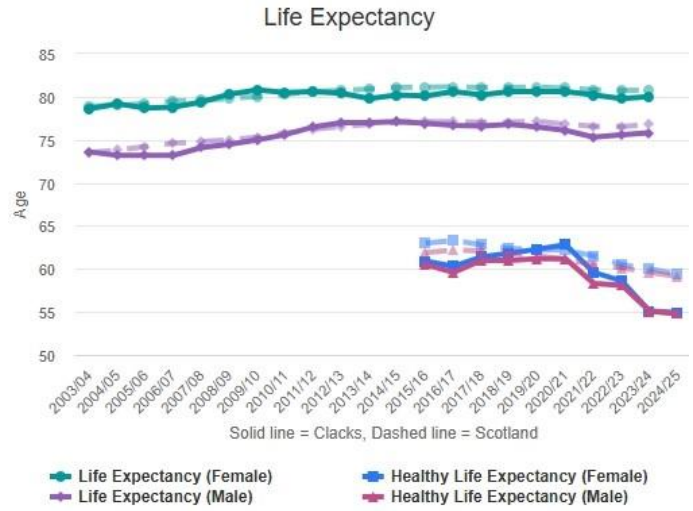
Performance Analysis

1. Wellbeing



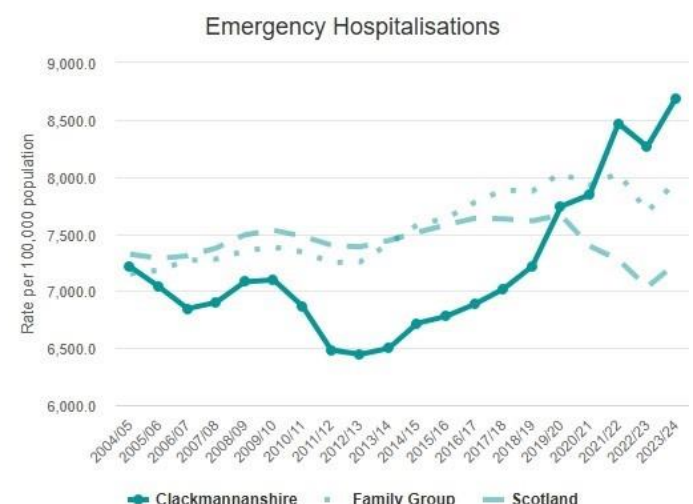
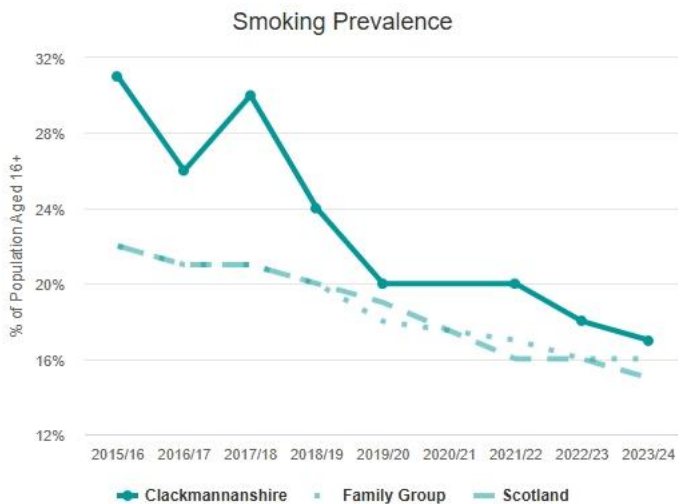
1.1 Physical & Mental Health

- Life expectancy in Clackmannanshire remains around a year below the Scottish age for males and females. Family group results demonstrate links to deprivation, with local figures below the group, in or near the bottom quartile for all 4 life expectancy measures.
- Male life expectancy (76) is 4 years below female (80), both 1 year below Scotland. Men are likely to live 21 years (28% of their lives) in poorer health, 25 years (31%) for women (both 5% above Scotland).
- Overall mortality rates are the 5th highest in the country but there have been slight reductions for 2 consecutive years in early deaths (under age 75), including those due to coronary heart disease and cancer (which has reduced for 3 years running).

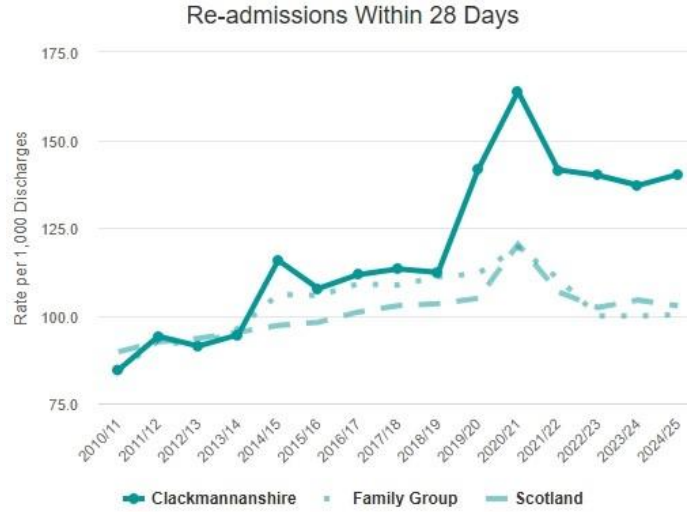


- Alcohol- and drug-related deaths are more common in men than women and above average (particularly in women, see 1.2 for young people). Reducing smoking rates are now out of the bottom quartile.

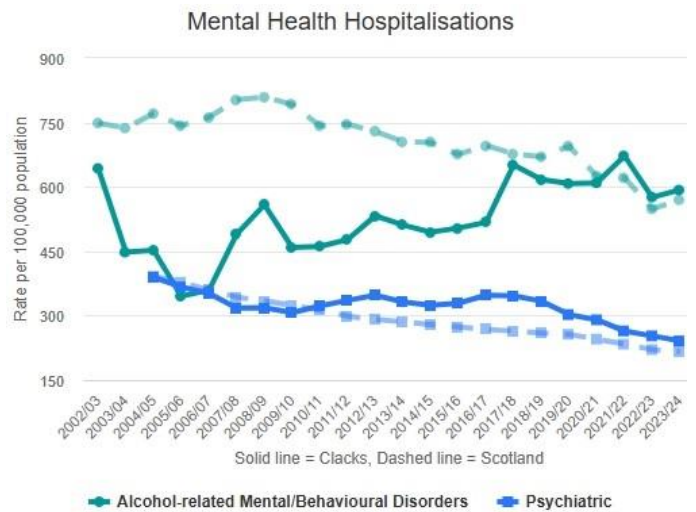
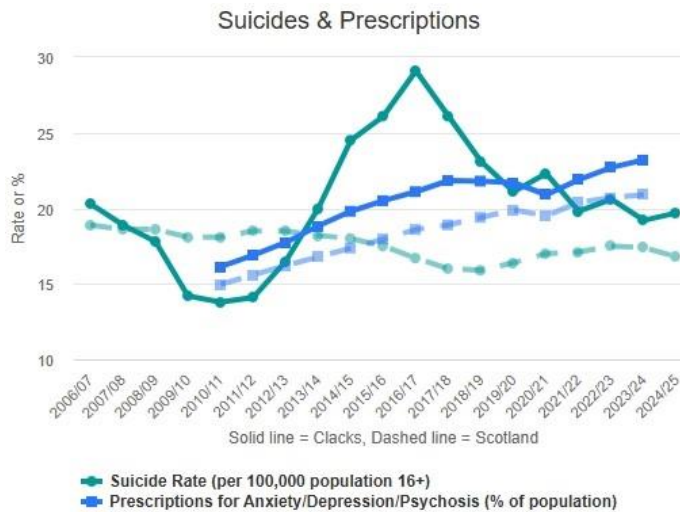
- Emergency hospitalisations remain a concern (see 1.2 for older people). While also deprivation-related, historically below average local results have increased substantially over the last decade.



- Efforts to reduce delayed discharges (see 1.2) may contribute to increased re-admissions, with all 3 Forth Valley authorities in the bottom quartile for 6 years.
- A sustained positive trend is seen in deaths from suicide, including even more substantial reductions in young people (see 1.2). For all adults, trends contrast with national increases over the last 6 years but remain above Scottish and family group rates.
- Mental health-related prescriptions remain in the bottom quartile though the continued increase is reflective of national trends.
- This is not, however, the case in admissions for mental/behavioural disorders to due alcohol use, with long-term increase, above average since 21/22.
- Increased uptake of supports may be reducing psychiatric admissions, moving out of the bottom quartile in 21/22, remaining in the 3rd quartile since.

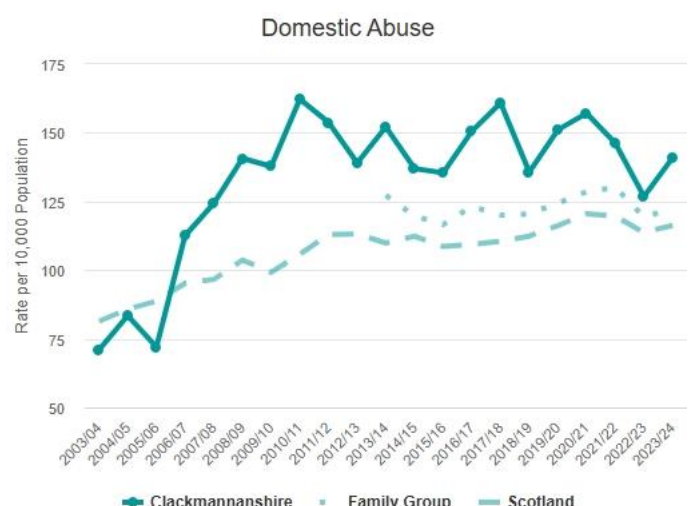


- A recent decline is seen in mental wellbeing score, now bottom quartile for 2 years (though chart scales do often exaggerate the trends).



- Domestic abuse has remained a significant local concern for nearly 2 decades. The relatively small population (only 8% of the largest authority, and less than 1% of Scotland) means local results often fluctuate more than most areas. Here, 22/23 was the only result outwith the bottom quartile in the last 18 years, and we were within the 3 highest in the country in 14 of these.

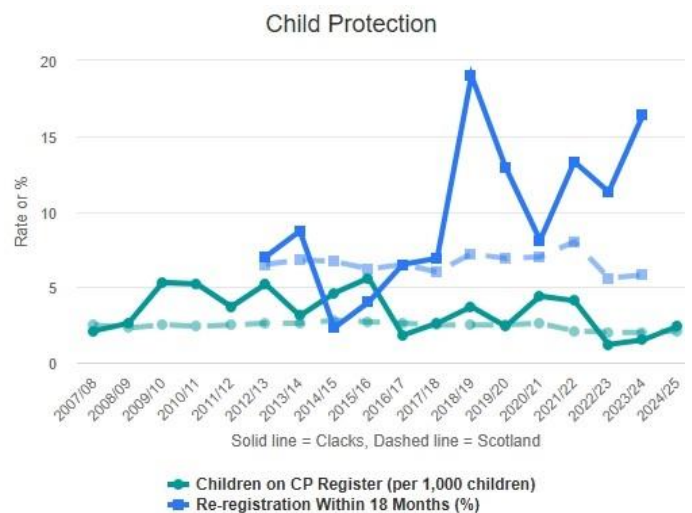
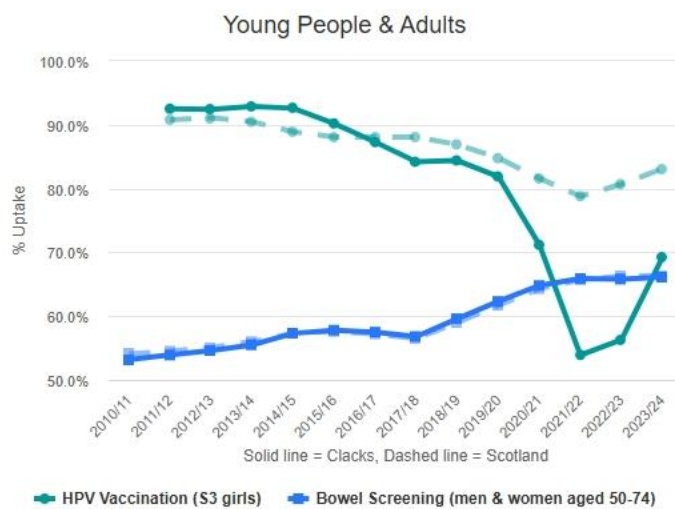
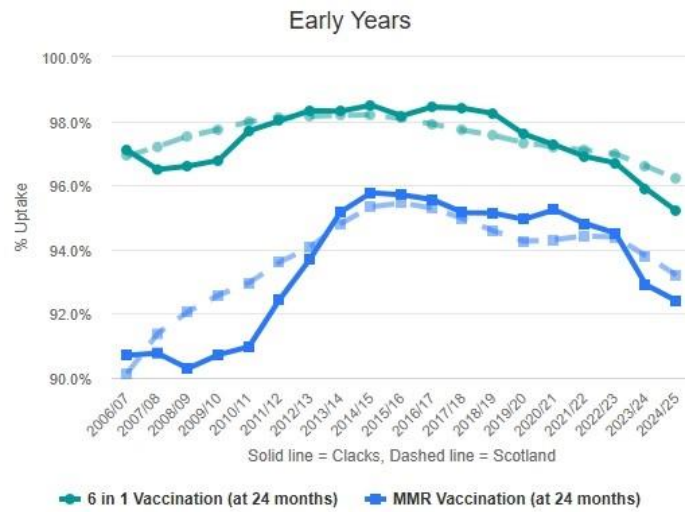
- Substantial work is underway to address the issues raised in this section with key activities in the Health & Social Care Strategic Delivery Plan (including the Alcohol & Drug Partnership). Forth Valley National Health Service (NHS) leads on local delivery of the national Suicide Prevention and Mental Health & Wellbeing Strategies. We also work with Community Planning Partners around the Local Police Plan and Violence Against Women & Girls Partnership.



1.2 Age-related Outcomes

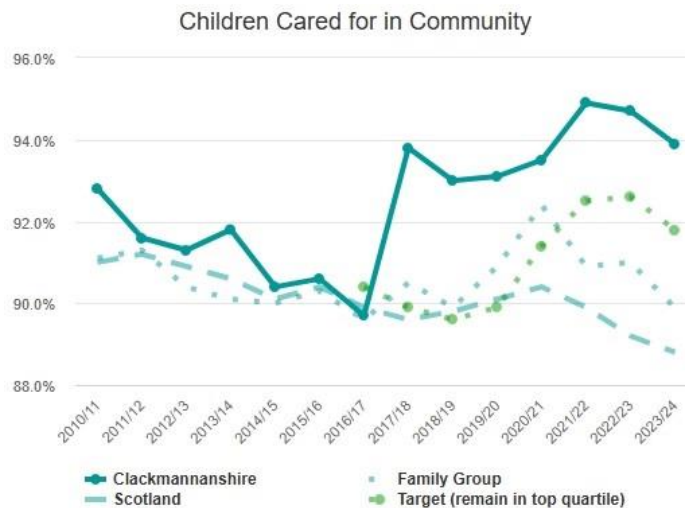
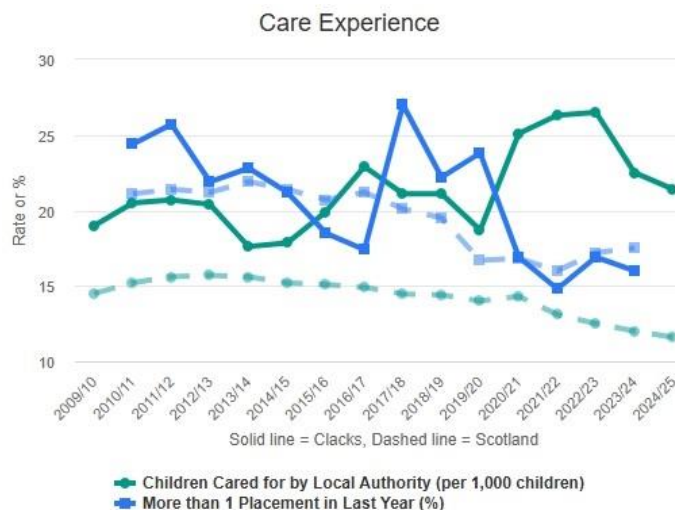


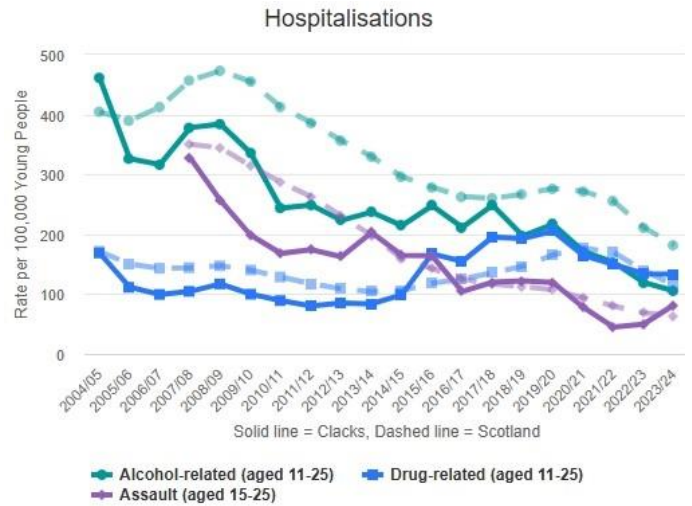
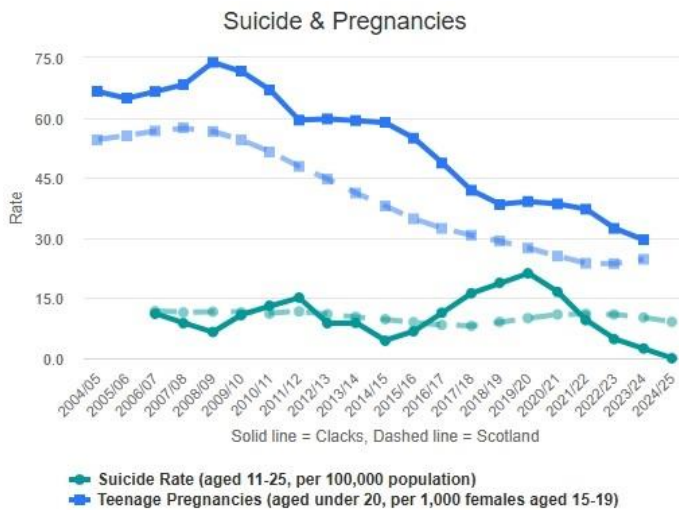
- Prevention & screening indicators show reduced early years uptake of both the '6 in 1' and Measles, Mumps & Rubella (MMR) vaccinations. Family group results for both are consistently above the national average, while Clackmannanshire has always been below the family group, and now below Scottish levels. '6 in 1' uptake has moved from the top quartile in 2017/18 down to the bottom quartile in 2024/25.
- Uptake of the HPV (Human Papillomavirus) vaccine by girls in the S3 school year is also in the bottom quartile but with a marked increase since 2021/22.
- Bowel screening in men and women aged 50 to 74 is, however, tracking very close to Scottish and family group rates. We hope to source similar data on uptake of breast and other screening programmes.



- Child Protection registrations were in the bottom quartile for 2 years, top quartile in the following 2, and close to Scotland and family group in 24/25.
- Re-registrations within 18 months remain high, as a proportion, but local numbers are very low (less than 10 children re-registered), with many of these indicators more representative for larger authorities.

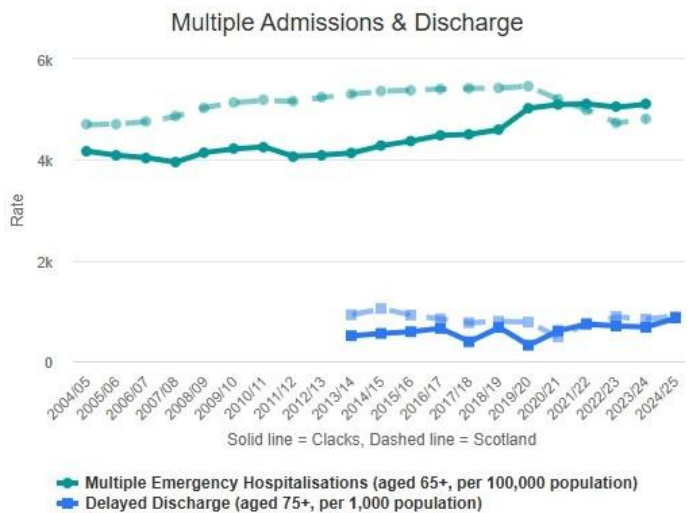
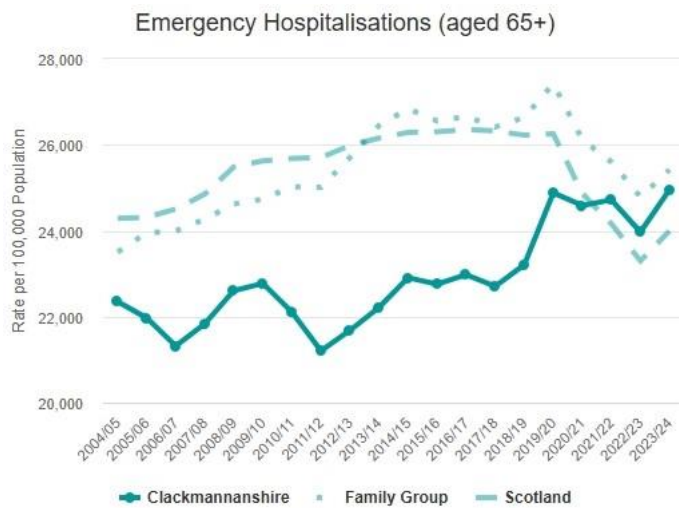
- High rates of children cared for by the authority are also an ongoing concern but those experiencing multiple placements in a year have reduced substantially (as have placements outwith the area).
- We have performed in the top quartile for 7 years in the proportion cared for in a community setting.





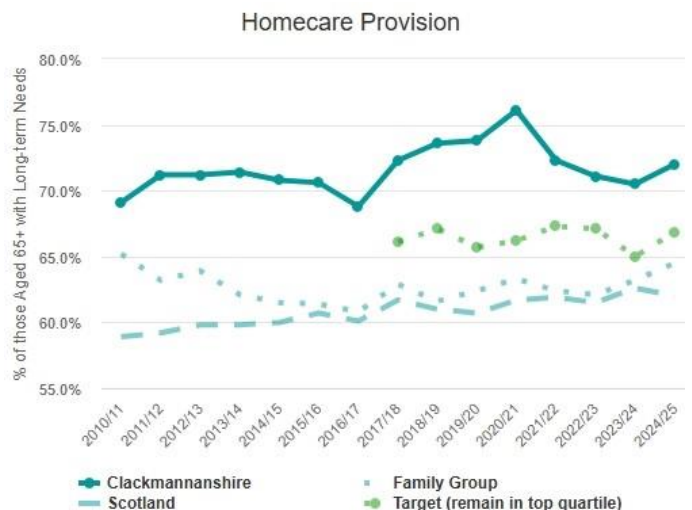
- One of the most important achievements, possibly in the authority's history, is the reduction of suicides in young people over a period of 5 years from the 2nd highest rate in the country to zero.
- Positive trends are also seen in teenage pregnancy, with rates halving over a decade. While still bottom quartile, these are reducing faster than benchmarks.

- Further reductions are evident in young people's substance-related hospitalisations, with the 2nd lowest alcohol-related rate in the country for 3 years. Drug-related rates have reduced for 4 years, and remain below family group, close to Scottish rates.
- Long-term reductions in young people hospitalised due to assault are clearly very welcome, but these have increased in the most recent 2 years.



- Emergency hospitalisations are higher for older people than the overall population (see 1.1), and increasing similarly, however, they remain closer to the Scottish rate and below our family group.
- Exemplary performance is seen in the provision of homecare for older people with long-term needs, where we have never been ranked outwith the top 4 authorities in all 15 years for which data is available.
- Work continues in these areas, with NHS colleagues implementing vaccination and screening programmes that focus on deprived areas. The Safeguarding Through Rapid Intervention (STRIVE) initiative, trauma-informed crisis interventions (including 'Text Clacks' in partnership with Shout) and Young Parents' Project are all making a real difference to young people's lives. Both child and adult care services place high value on meeting the needs and wishes of individuals, especially around the continuity of remaining within familiar local communities.

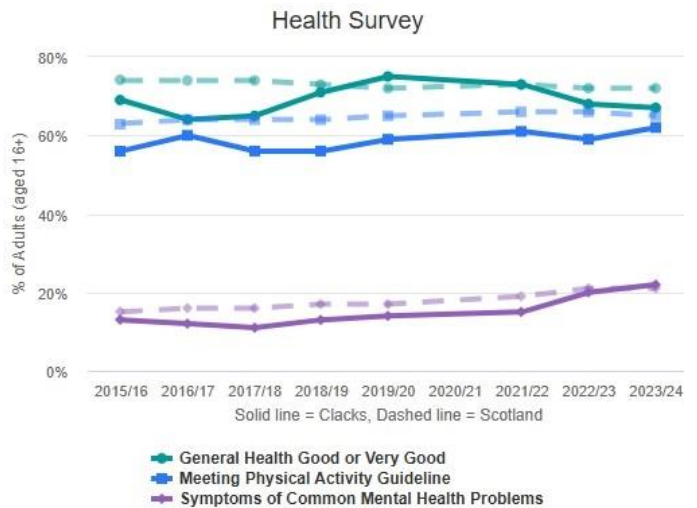
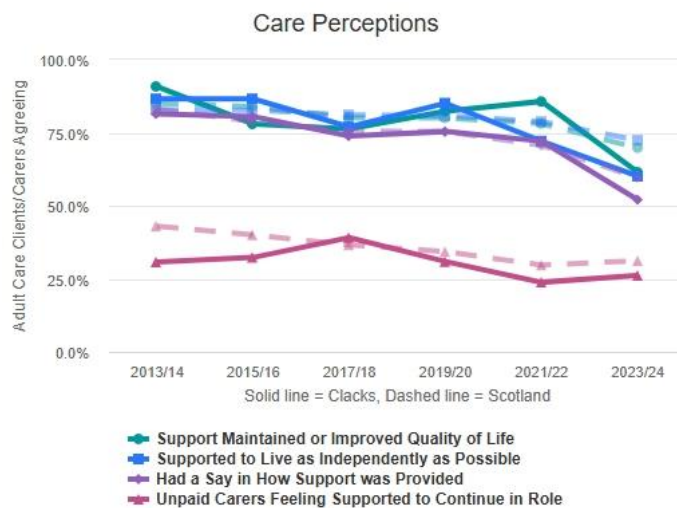
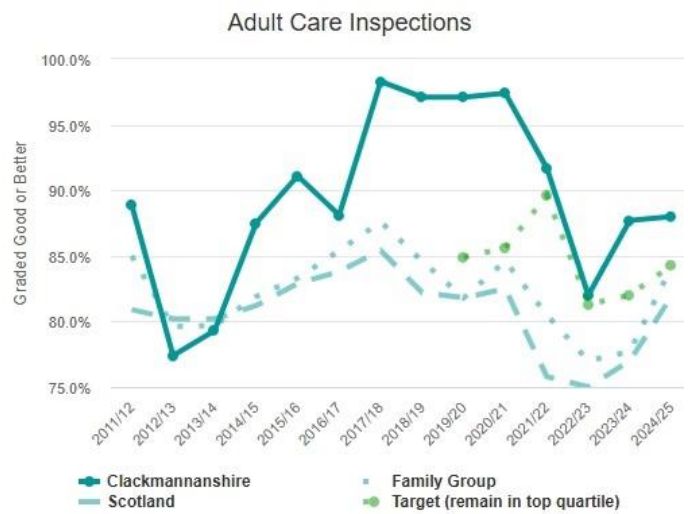
- Increases are also seen in older people experiencing multiple emergency admissions in a single year, and in delayed discharge, though rates for the latter are below both family group and Scottish results.



1.3 Poverty & Vulnerability

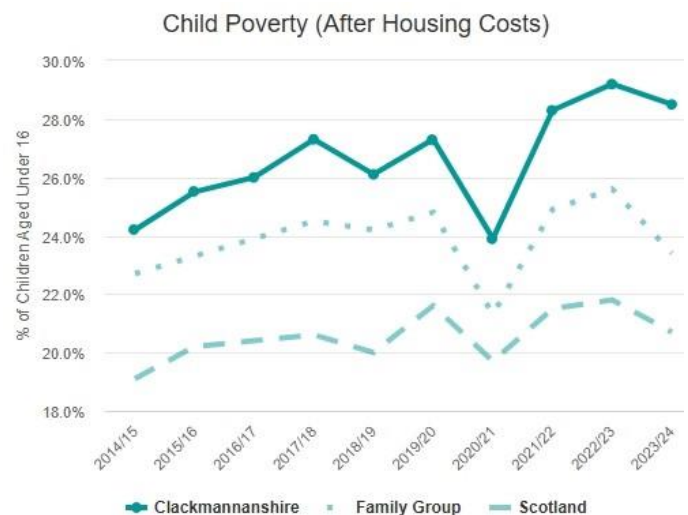
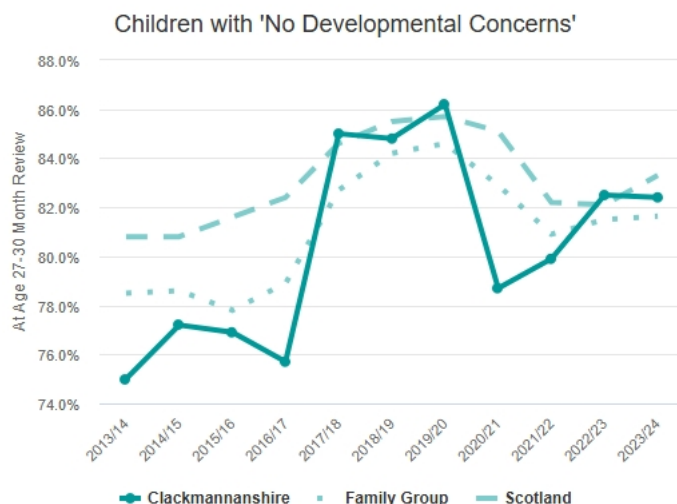


- We perform strongly in Adult Care inspections, consistently meeting targets to remain in the top quartile for 11 years (1st place on 5 occasions).
- Concerns are, however, raised in satisfaction around quality of life, independence, having a say and carer support. We are among the bottom 3 Councils in all 4, with declining trends, and only 1 improving in latest results. This was unpaid carer support, where just over a quarter feel supported to continue in this role.
- Self-reporting of wellbeing factors via the Scottish Health Survey highlights moderate issues, with overall amber results for people reporting their general health as good or very good, people meeting the physical activity guideline, and those exhibiting symptoms of common mental health problems.

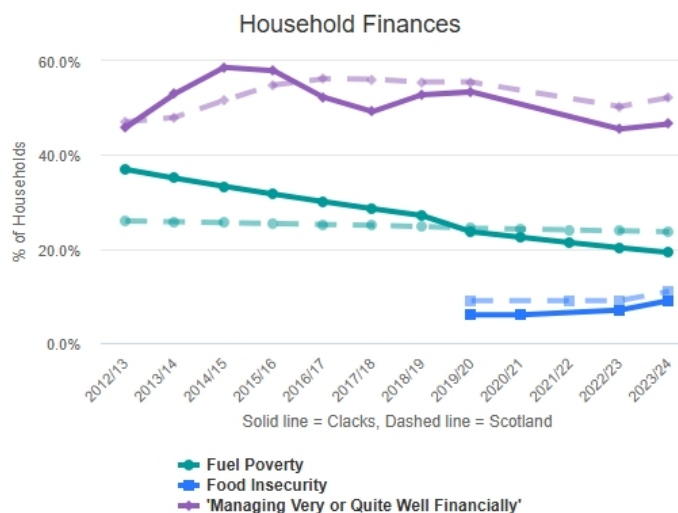


- Children's 27-30 month health reviews assess 9 developmental domains (emotional; behavioural; social; attention; gross motor; fine motor; speech, language & communication; vision; and hearing). Results are variable over the last 5 years but more positive in the longer term, and broadly similar to Scottish and family group results in recent years.

- Child Poverty is a long-standing local challenge with rates the 2nd highest in the country, bottom quartile in all 10 years available. Continuing high rates, despite significant investment in supports, are reflective of cost of living and other pressures often influenced by national and global events, resulting in major impacts on children's wellbeing.



- Some household finance indicators are relatively positive, with fuel poverty (House Condition Survey) improving to the top quartile, and below average levels of food insecurity (self-reported via Health Survey). Fewer than average households, however, report managing well financially, dropping by 10% over a decade and now less than half of households.
- Less favourable results are also seen in: attainment in deprived areas (section 2.1), unemployed young people, economic inactivity, low income families (2.2), crime deprivation and homelessness (3.1). Many indicators link to multiple priorities and planned changes to reporting include development of outcome profiles to better reflect all relevant factors instead of aligning to a single priority, as in this report.
- The issues discussed in this section are being targeted by the Health & Social Care Partnership's Strategic Delivery Plan to better manage resources, increasing demands and complexity, and improve support, including via the Carers' Planning Group. Quality assurance and multi-agency approaches continue evolving around children's developmental progress. The Tackling Poverty and Family Wellbeing Partnerships are also vital for addressing long-standing local vulnerabilities in deprivation-related factors, alongside various other key outcomes.

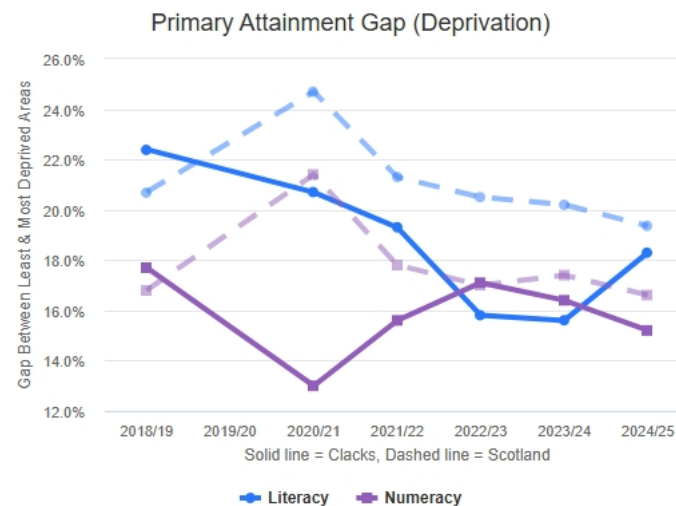
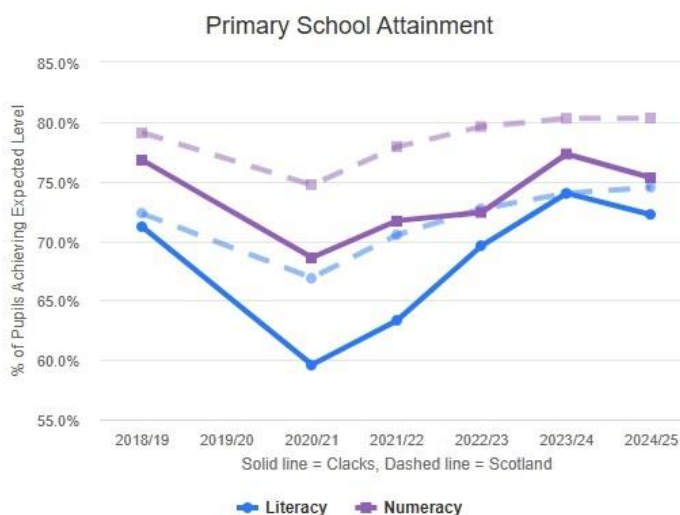
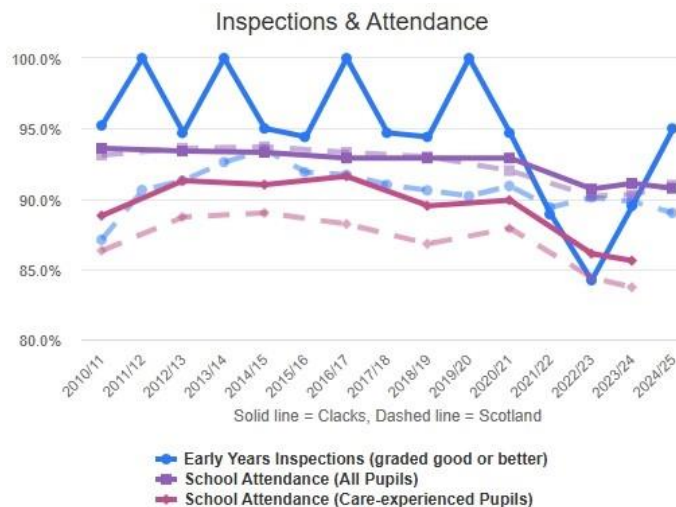


2. Economy & Skills



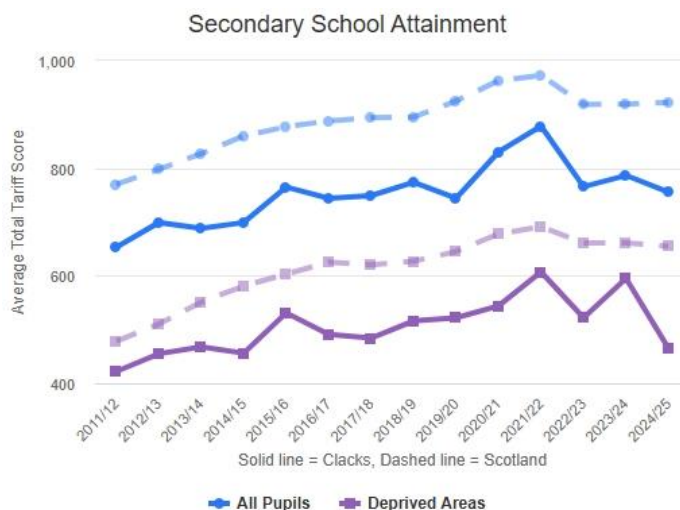
2.1 Educational Outcomes

- Extremely positive inspection results can be seen for Early Learning & Childcare, returning to top quartile after a dip. Similar indicators would be beneficial to demonstrate assurance levels in a number of service areas, including other educational establishments.
- Primary and secondary school attendance across all pupils is similar to benchmarks, and consistently above average among care-experienced children.
- There are positive 5-year trends for primary pupils achieving expected literacy and numeracy levels, but below average, with numeracy in the bottom quartile. We do, however, generally perform better than average in the gap between pupils from the least and most deprived areas, though trends are more variable



- Secondary attainment across all pupils has improved since a pre-covid dip but remains a major challenge, with tariff scores consistently below average, now lowest in Scotland, and declining in deprived areas.
- School leavers entering employment, education or training are now above average and participation has improved slightly but remains in the bottom quartile.

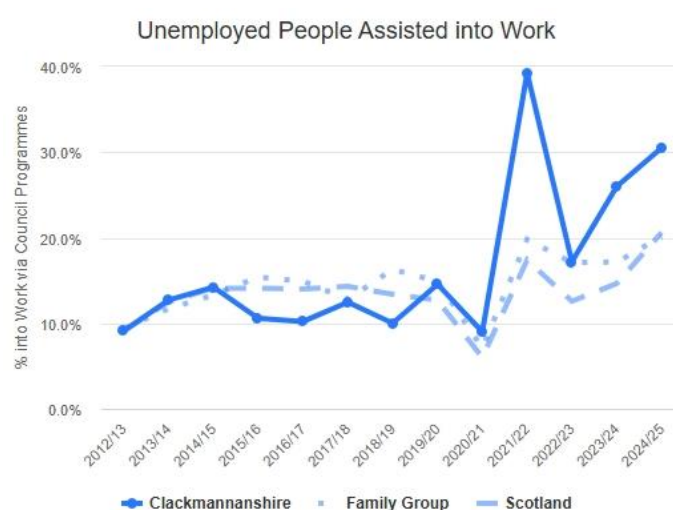
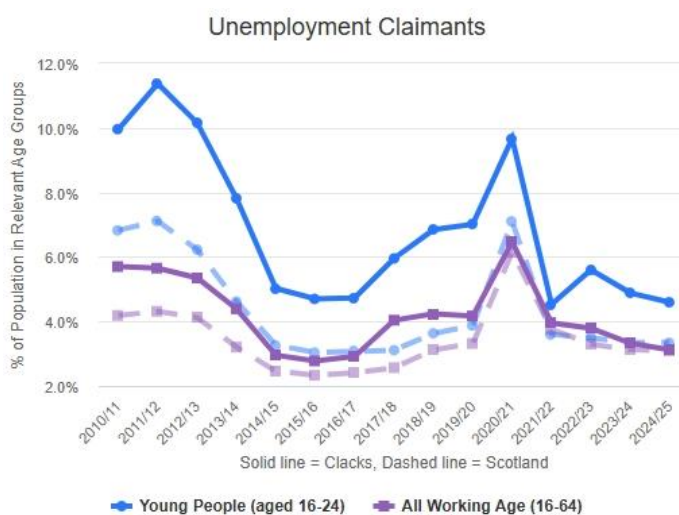
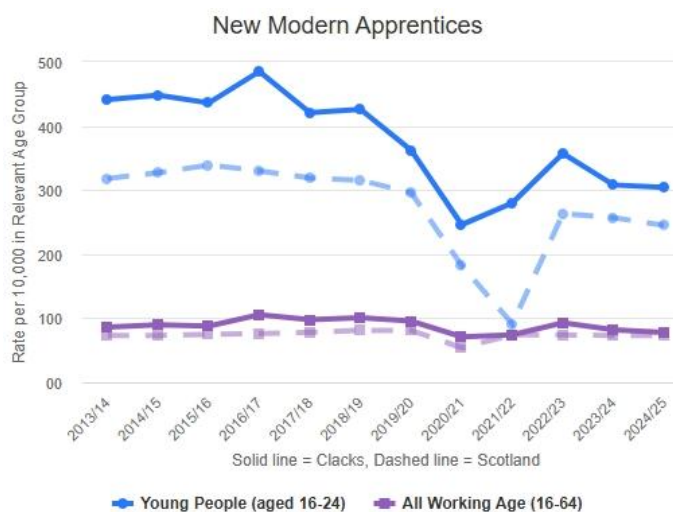
- The People Directorate Community Wellbeing Plan outlines initiatives to address issues, prioritising community co-design and engagement. Quality assurance, progress monitoring, befriending/volunteering opportunities, a Care Experience Team, and the Tackling Poverty and Family Wellbeing Partnerships all seek to enhance pupil and family supports and learning experiences.



2.2 Labour Market & Fair Work

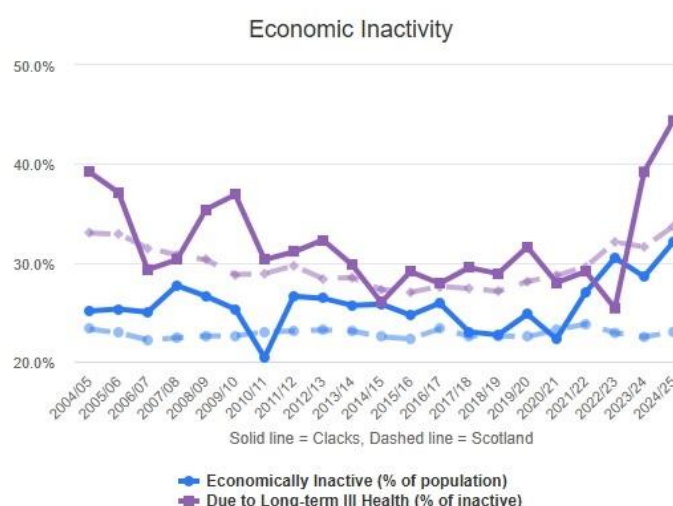
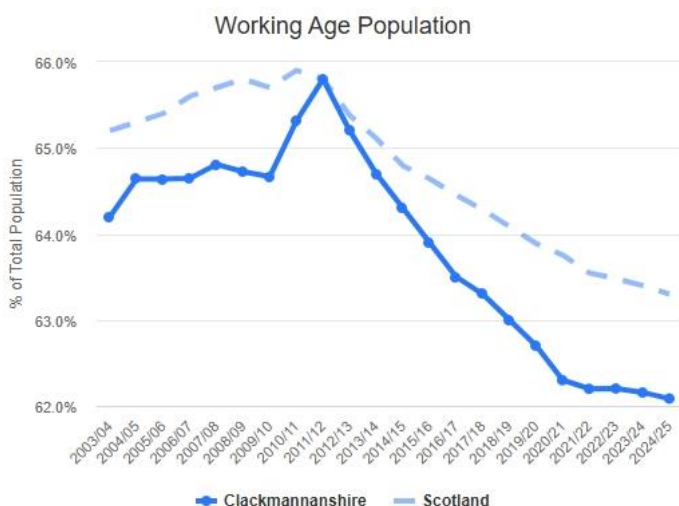


- Modern apprentice uptake is above average for all ages and 16 to 24 year-olds, with satisfactory trends though below very challenging improvement targets.
- Previously above average unemployment rates across the overall working age population have improved out of the bottom quartile in recent years. Positive long-term trends are evident for both age groups, however, the rate among young people remains in the bottom quartile, and a priority focus of local initiatives.
- The Clackmannanshire Works employability programme assisted nearly a third of the area's unemployed people into work last year, with very positive long-term trends (particularly post-pandemic) and top quartile rankings in 4 of the last 5 years.

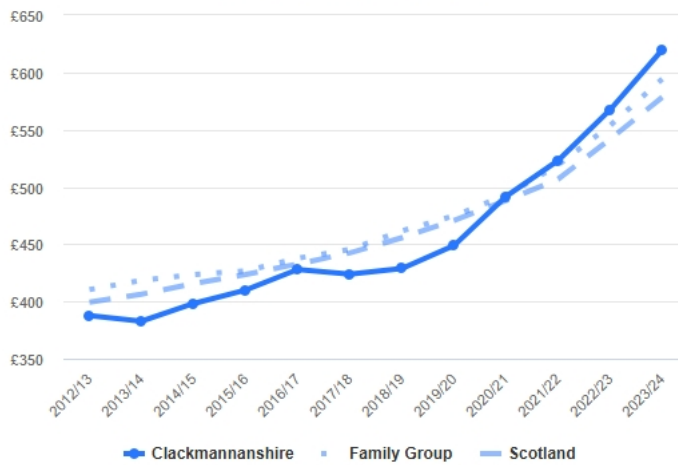


- Changes in the area's demographic profile over the last 2 decades present increasing economic challenges for local people and services. Higher than average proportions of children and older people require increased support from a shrinking working age population. A smaller than average proportion of young people (16-24) also means fewer people are entering the local workforce than retiring.

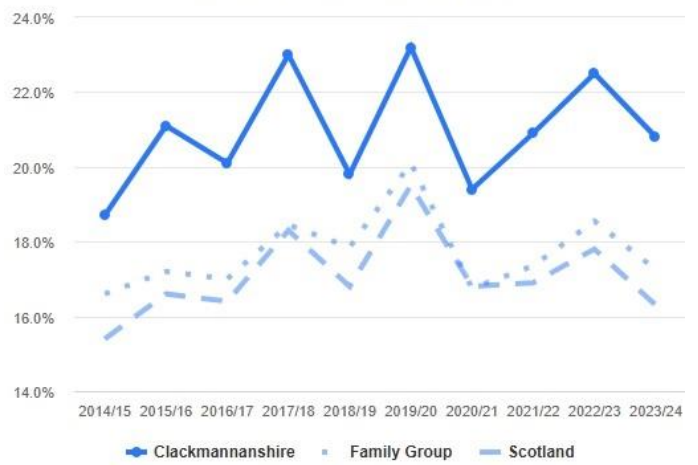
- Further significant challenges are evident in relation to economic inactivity, with the overall rate predominantly in the bottom quartile for the last 20 years. A substantial recent increase is seen in instances relating to long-term ill-health, reflecting many of the wellbeing issues already discussed, and presenting additional financial and quality of life challenges for many local people.



Median Weekly Earnings



Children in Low Income Families



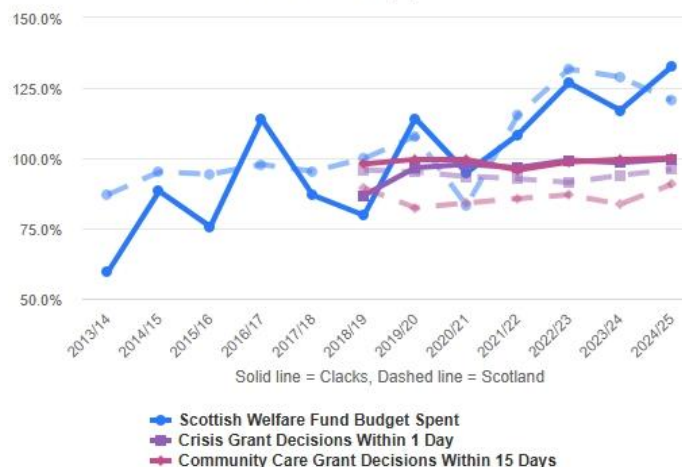
- Very positive results are seen in average earnings, increasing faster than family group and Scottish rates. Results have been top quartile for 3 years, and now 3rd highest in the country. Further investigation is required into exact definitions, as data seems to contradict a number of other results.
- One such example is children in low income families, consistently in the bottom quartile, the 3rd highest in the country for the last 3 years.
- Partnership efforts continue to address issues in this section, including the Community Wealth Building Plan and Good Employment Charter with Local Anchor Partnership organisations. Digital inclusion and other barriers to access are being targeted and support provided for social enterprises, co-operative models and employee-owned businesses. The Regional Economic Strategy, Third Sector Interface, and Local Employability Partnership are also key to delivering improvements for the local area.

2.3 Economic Opportunities

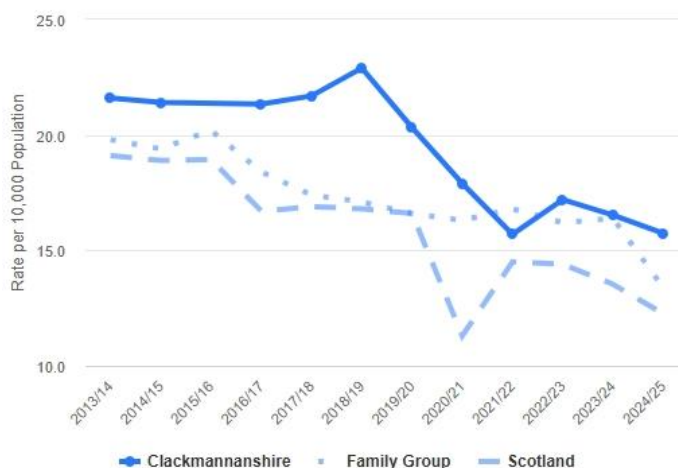


- The Council strives to provide timely support to reduce financial barriers that may limit people's options and choices (see also Discretionary Housing Payments in section 3.1). We perform well across these indicators, tracking close to average in Scottish Welfare Fund spend. Only 4 Councils spent less than 100% of funding in 24/25, requiring budgets to be topped up from other funds.
- Timeliness in processing applications is a particular strength, with 99.7% of Crisis grant decisions provided within target time (top quartile), and 100% of Community Care grants (ranked in 1st place).
- Various supports are also provided for businesses and, while startups continue to reduce, mirroring national trends, the rate remains above average.

Financial Support

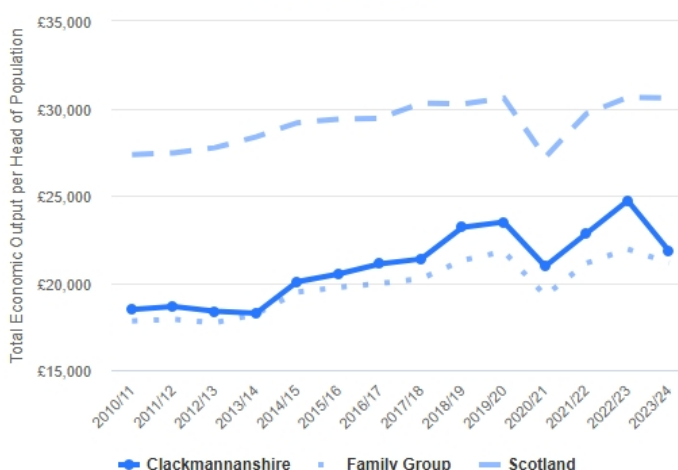


Business Gateway Startups

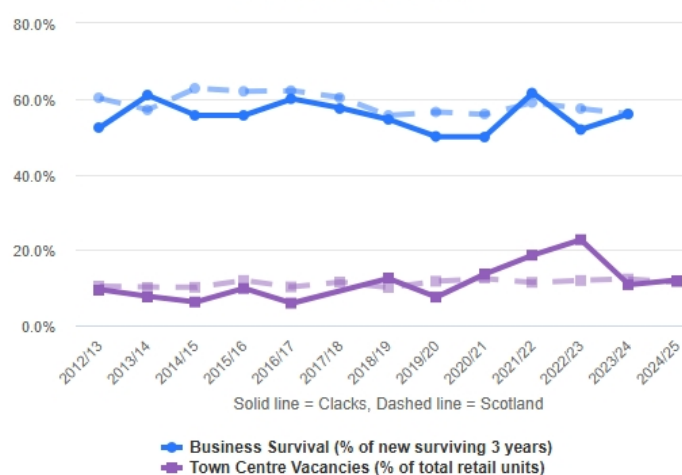


- Despite a slight decline in 22/23, the 5-year trend for business survival rates is positive, with the 24/25 result equal to the Scottish average.
- Gross Value Add measures the overall productivity of the area in goods and services produced. While results are below the Scottish average, they are consistently above our family group.

Gross Value Add



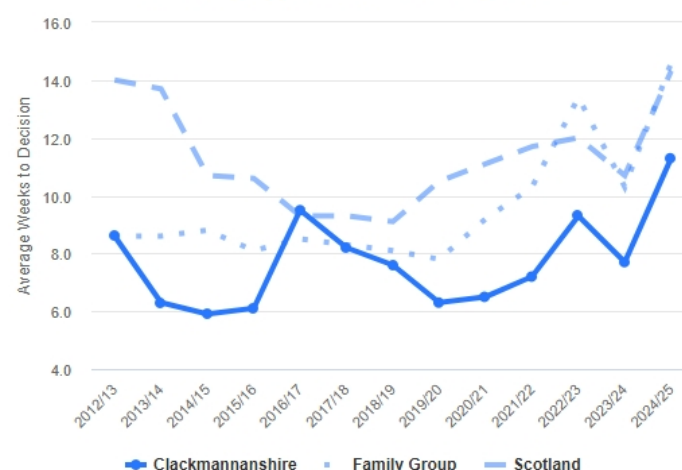
Survival & Vacancies

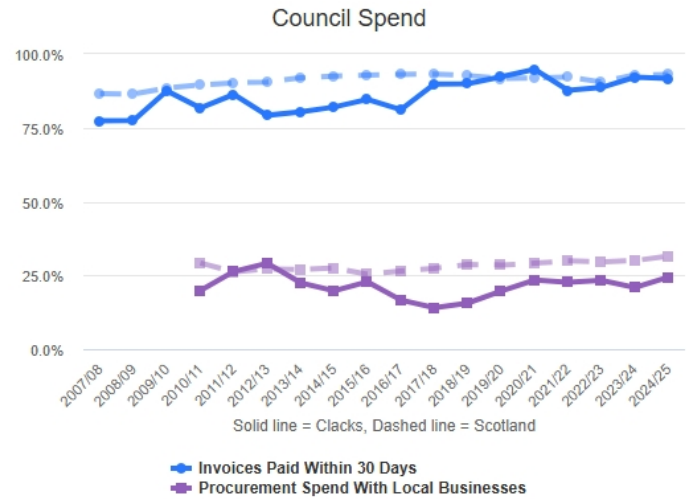
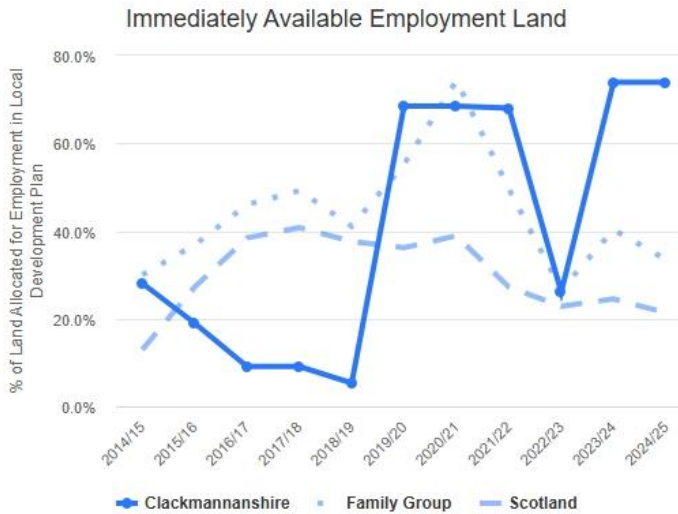


Vacant retail units were increasing but a full review found that properties outwith the defined town centre boundary were being included. Corrected rates are now only slightly above benchmarks.

- Despite recent increases, we continue to process business & industry planning applications more quickly than family group and Scottish averages.

Planning Application Processing Time





- We are in the top quartile for a 2nd year in immediately available employment land, as a proportion of land allocated for employment purposes in the Local Development Plan. While dependent on market conditions, the applications received, and whether permission can be granted, several recent local results have been significantly better than benchmarks.
- Some internal capacity issues have impacted invoice payment within target time in recent years but rates continue to improve in the long-term, remaining close to the Scottish average, and the Creditors Team is now fully resourced.

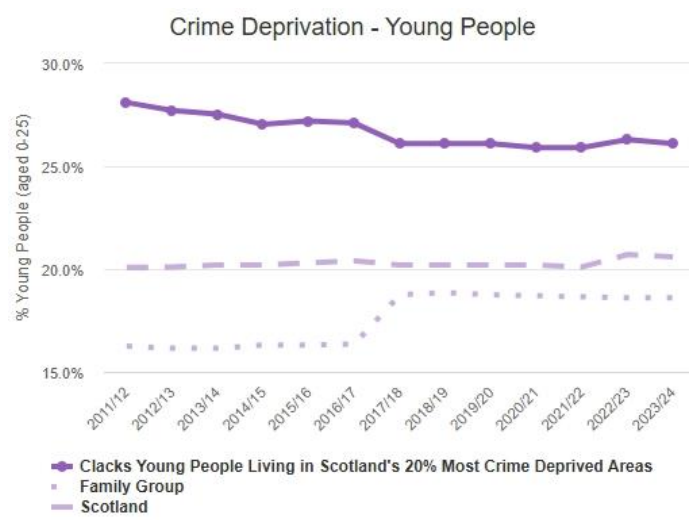
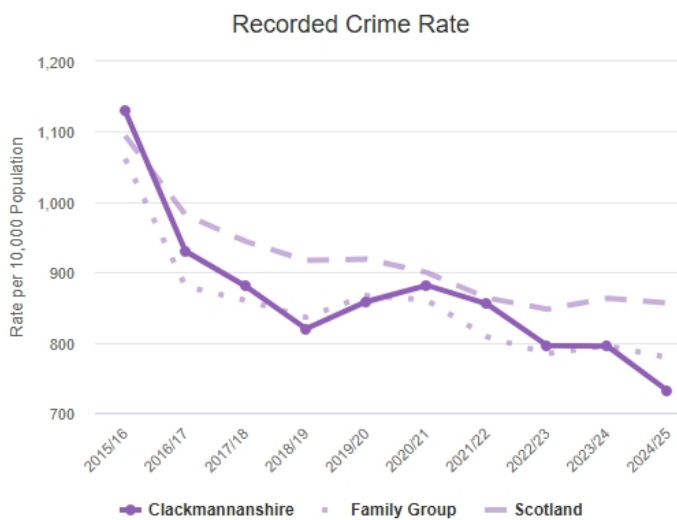
- The Council always seeks to procure goods and services locally where possible, however, a high proportion of spend is invested across Forth Valley as the next priority. Trends are improving, with the exploration of community benefits integral to procurement activities.
- Regional Skills Plans are key to matching the skills of local people to the needs of employers and future regional developments. The Economic Strategy, City Region Deal and Discover Clackmannanshire initiatives will also champion economic opportunities for people and businesses in the area. Vital to this are the Local Anchor, Business Support and Local Employability Partnerships, as well as support provided via Business Gateway.

3. Places



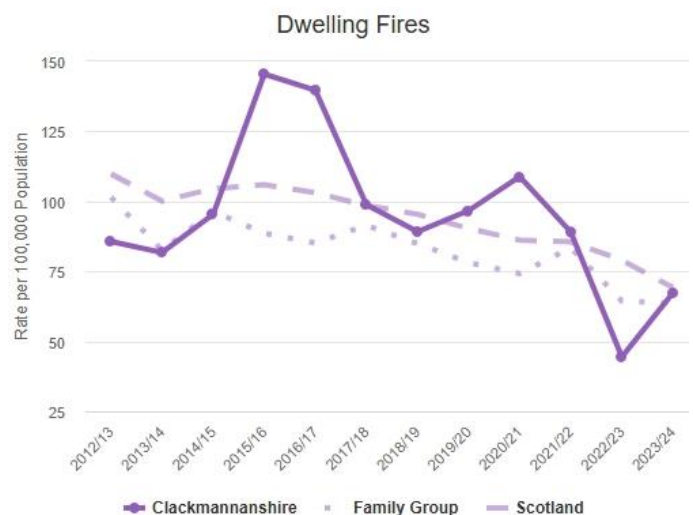
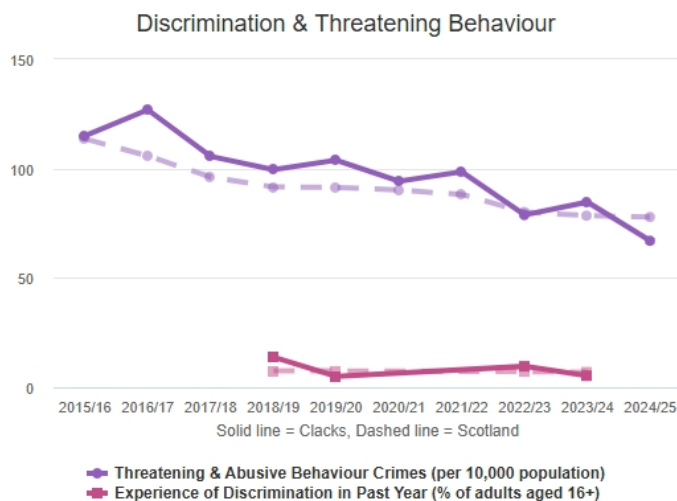
3.1 Sustainable Places

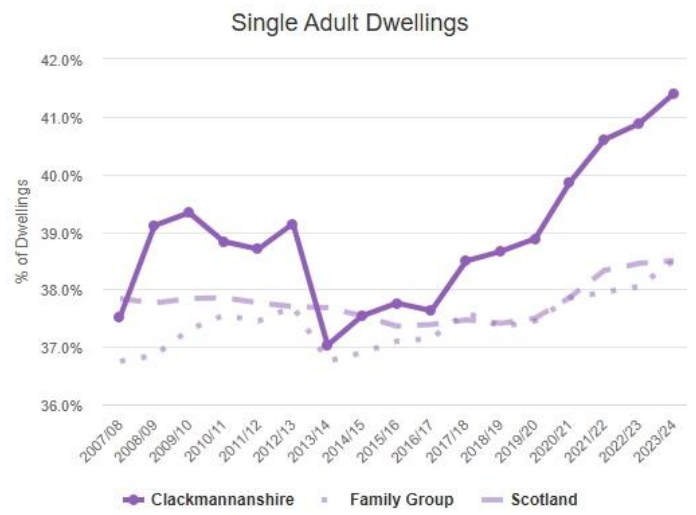
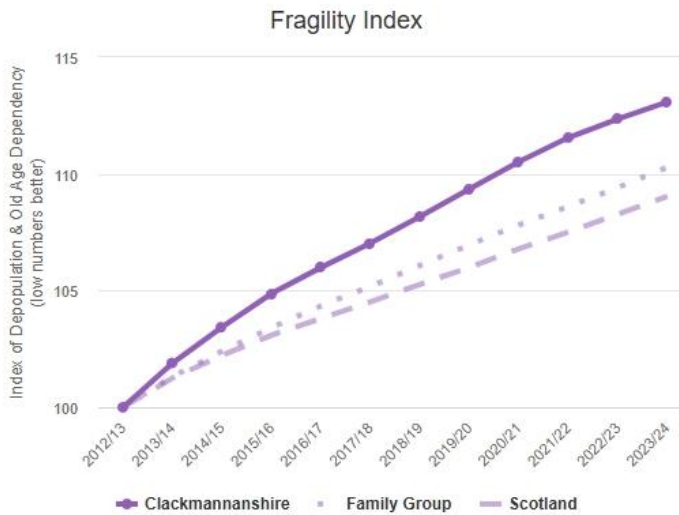
- Robust infrastructure and transport links are vital for connectivity in support of other priorities and making the most of the county's central location. Some variance is seen in the condition of different road classes (this measures those requiring maintenance so low numbers are better). We are below average in 3 of the 4 classes, top quartile for B and C, but slightly above average in Unclassified roads.
- Community safety is another key resilience factor, and the overall recorded crime rate has reduced at a faster rate than benchmarks over the last decade, now below both the family group and Scottish results.
- Crime deprivation in under 25 year-olds, however, remains a concern, with over a quarter of local young people living in the 20% most crime deprived areas of Scotland. Trends are static in recent years and levels remain among the highest in the country.



- There is a reducing trend in threatening and abusive behaviour crimes, with rates now below our family group and Scotland. There are also low levels of local people reporting experience of discrimination.

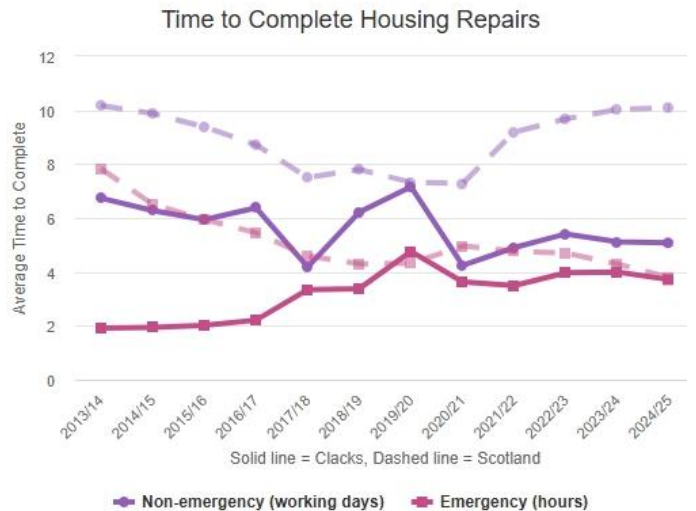
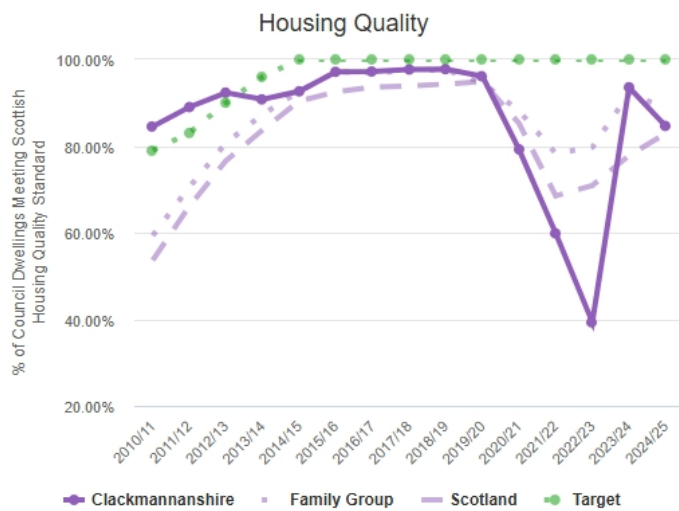
- The small numbers involved locally means there is high annual variance in dwelling fires (includes both accidental and deliberate) but rolling averages show positive trends and levels similar to benchmarks.





- Fragility summarises general & rural depopulation and old age dependency ratio. High levels (within top 3) indicate an increasingly fragile local profile.

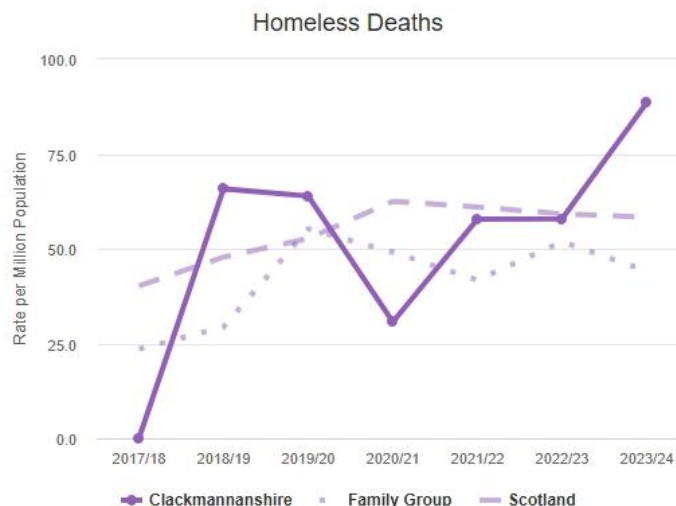
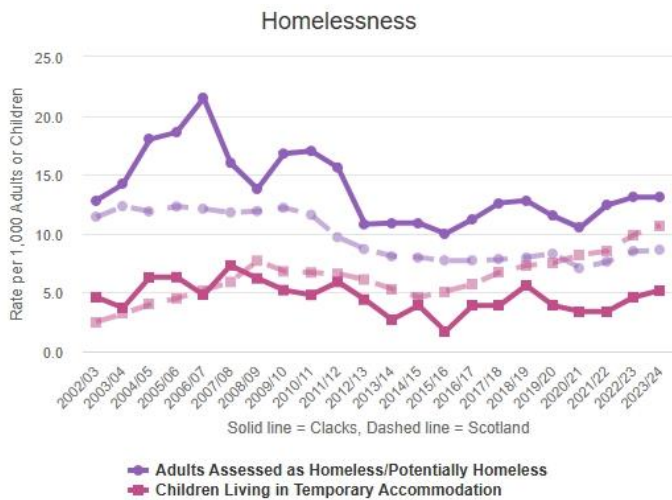
- Single adult dwellings have been bottom quartile for 7 years, highlighting additional resilience risks, particularly if there are dependents in the household.



- Previously strong results for the Scottish Housing Quality Standard reduced when energy certificates expired while we were unable to access properties during lockdowns. A catch-up programme improved levels substantially but they have dipped again.
- Traditionally high rent arrears reduced by over a third due to a new team, process and comprehensive review of all debt, now just outwith the top quartile.

- Time to complete emergency repairs has been fairly static recently but within the 4 hour target, and below average in all but 1 year. Non-emergency response has been quickest in the country for 4 years running (around half the Scottish average response time).
- Making full use of Discretionary Housing Payment funding is dependent on applications received but we have moved from the bottom quartile to the top.





- Levels of homelessness are another ongoing challenge, consistently bottom quartile and within the 3 highest rates in the country for the last 8 years. This includes adults assessed as homeless or potentially (i.e. threatened with homelessness).
- National Records of Scotland estimates of homeless deaths per million population substantially over-inflate the number for the purposes of comparison. Over 7 years, a total of 13 local deaths were recorded, sadly increasing from 1 in 20/21 to 3 in 23/24. We continue to strengthen wellbeing supports and close contact with those experiencing homelessness with the aim of reducing risks and preventing any deaths of this nature.
- We do, however, have fewer than average children living in temporary accommodation. The deprivation-based family group tracks below the Scottish average, and local results have been below both for 11 of the last 15 years.
- The Clackmannanshire Third Sector Interface, Community Safety and Anti-social Behaviour strategies are key to addressing the issues raised in this section. We collaborate closely with Community Planning Partners around implementation of the Local Police and Fire Plans. Asset Management Strategies and the Place Directorate Business Plan are also relevant, and work continues with other local authorities to identify and share effective processes.

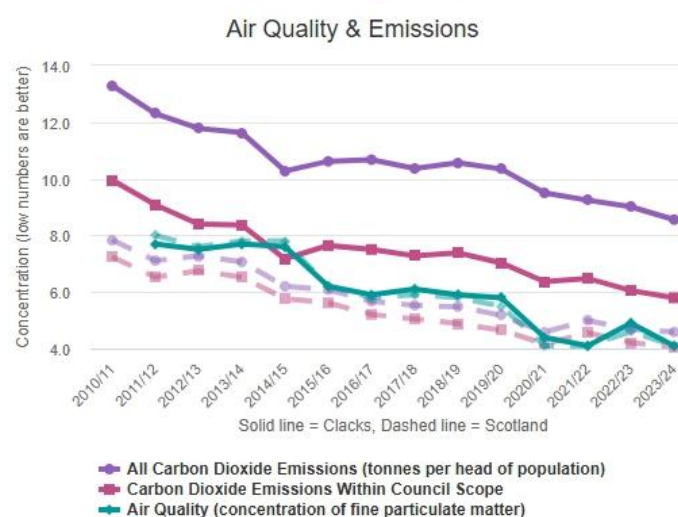
3.2 Environmental Sustainability



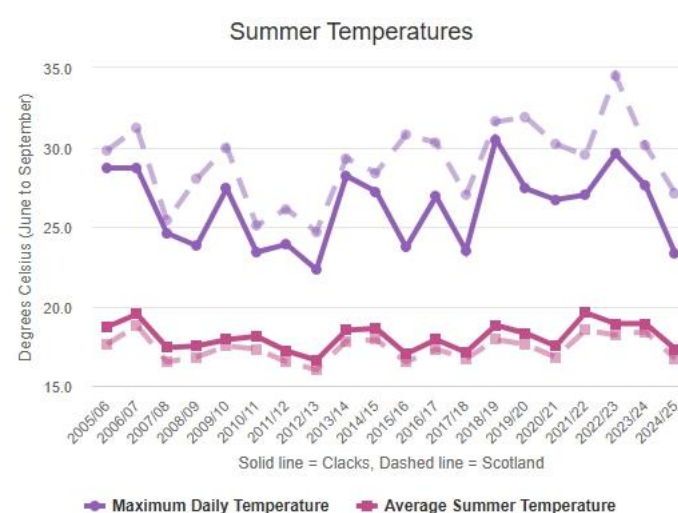
- Active travel is clearly linked to both health and environment, and there are exemplary levels among our young people, top quartile in all but 1 year. Levels are lower among adults, particularly in our family group, but we surpassed this rate and performed close to Scotland in the latest results.
- Street cleanliness (% 'acceptable' for litter, dog fouling, etc.) declined from top quartile to bottom over 2 years, but process refinements implemented in 24/25 aim to raise levels in future years.
- Recycling rates are consistently strong, with a positive 5-year trend, top quartile in 13 out of 17 years and 1st place rankings on 6 occasions, including in 24/25.



- Carbon dioxide emissions (all and 'within Council scope') remain above average (bottom quartile), though reducing. Low levels from gas, electricity and transport (in or near top quartile) reveal that more originate from industry & waste (not benchmarked).
- Improving trends are seen in overall air quality, tracking very close to the Scottish figure and family group (based on rurality for 'place' indicators).



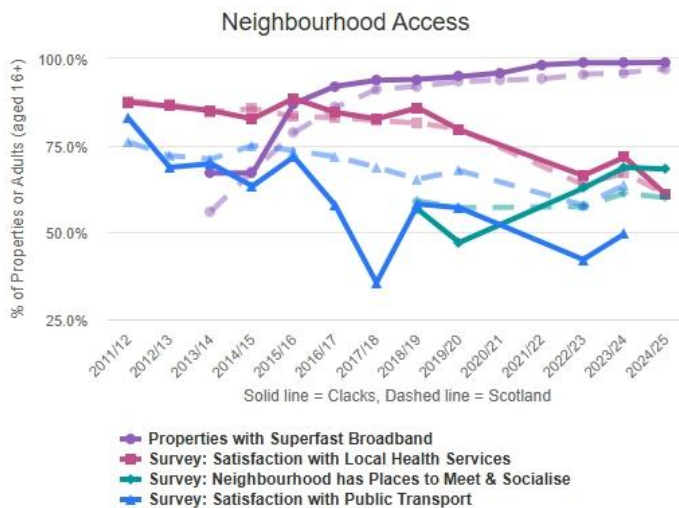
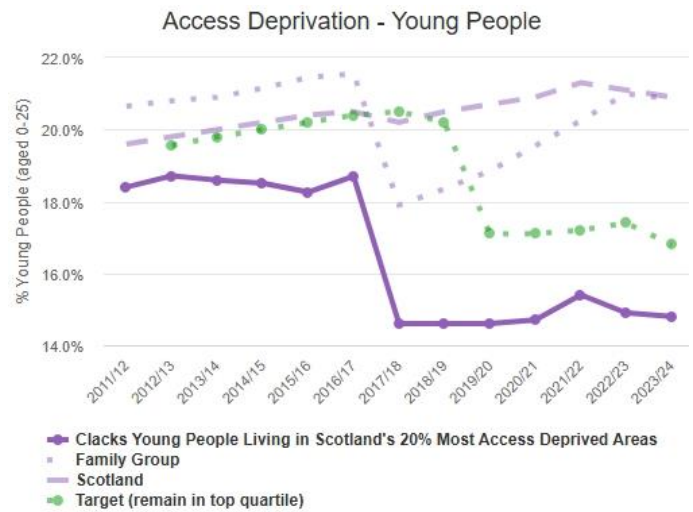
- Heatwaves have increasing wellbeing implications and, while geographical features make the area less susceptible to daily spikes, overall summers are consistently hotter than average (bottom quartile).
- The Climate Change Board and Strategy, Pollinator and Sustainability Strategies, Regional Energy Masterplan, and several City Region Deal programmes are addressing issues in this priority.



3.3 Neighbourhoods & Amenities

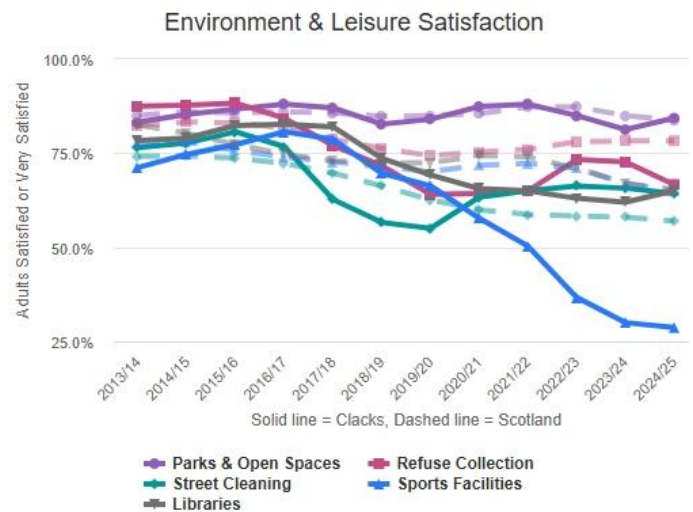
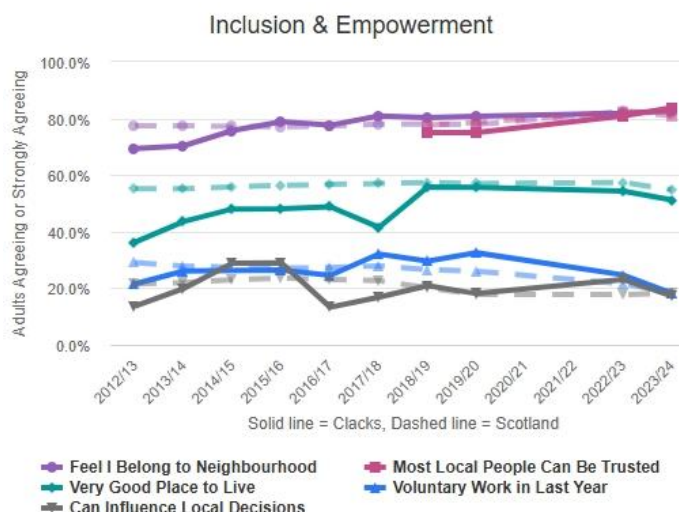


- In contrast to crime deprivation (see 3.1), access deprivation in Clackmannanshire's young people has been the 6th lowest in the country for 7 years due to the area's compact nature and the range of facilities and services available within local communities.
- 98.8% of properties have superfast broadband, supporting connectivity and reducing digital exclusion.
- Satisfaction with neighbourhood services is variable, however, with public transport in the bottom quartile, and ongoing decline around local health services, but increasing agreement that 'there are places where people can meet up and socialise'.
- New indicators show that some community council local plans have expired (some are in development) and ongoing progress in community asset transfer.



- Inclusion and empowerment perceptions also vary, with lower levels of volunteering, static trends in feelings of belonging and rating neighbourhoods as a very good place to live, but positive trends in trusting local people and influencing local decisions.
- High levels of satisfaction with parks & open spaces can be seen, slightly lower for street cleaning, and less positive (bottom quartile) for refuse collection.

- Satisfaction with libraries has declined long-term but improved to the Scottish average in the last year, and there is significant decline for sports facilities.
- Work continues with partners and local businesses to improve local access and facilities, including a groundbreaking project to create a state-of-the-art Wellbeing Hub, inclusively co-located with Lochies school for pupils with complex support needs.

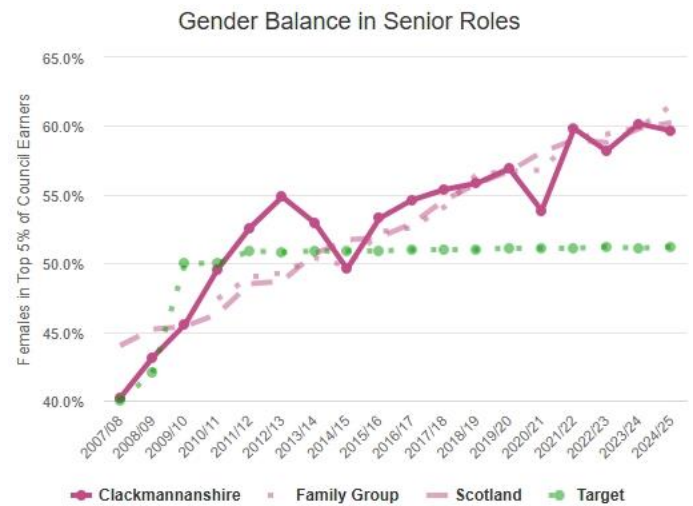
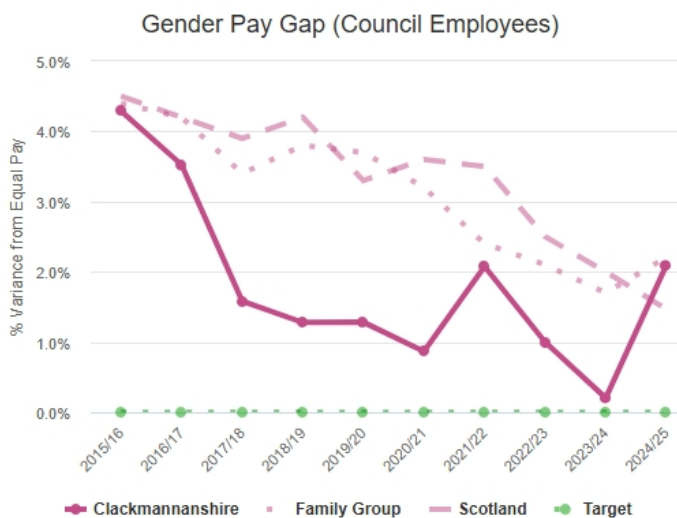
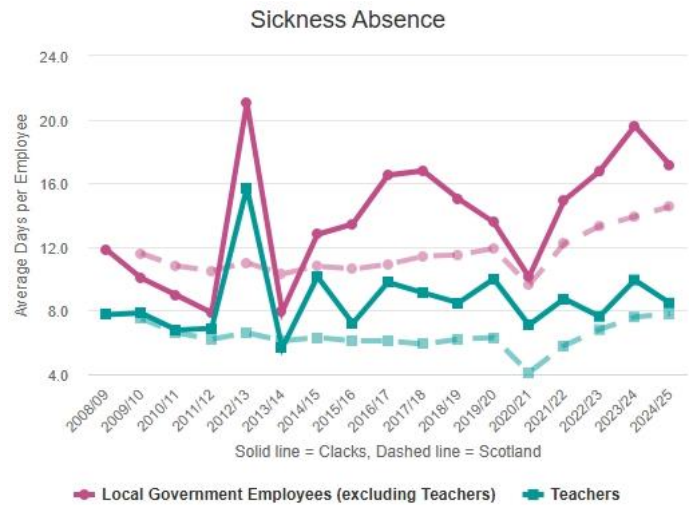


4. Best Value



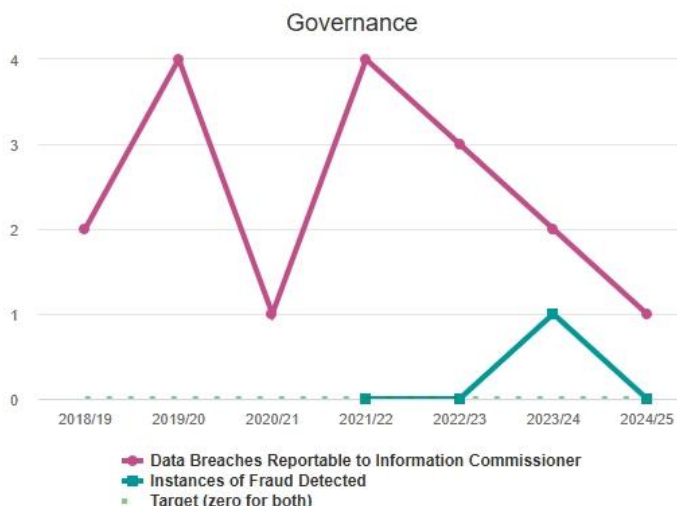
4.1 Workforce

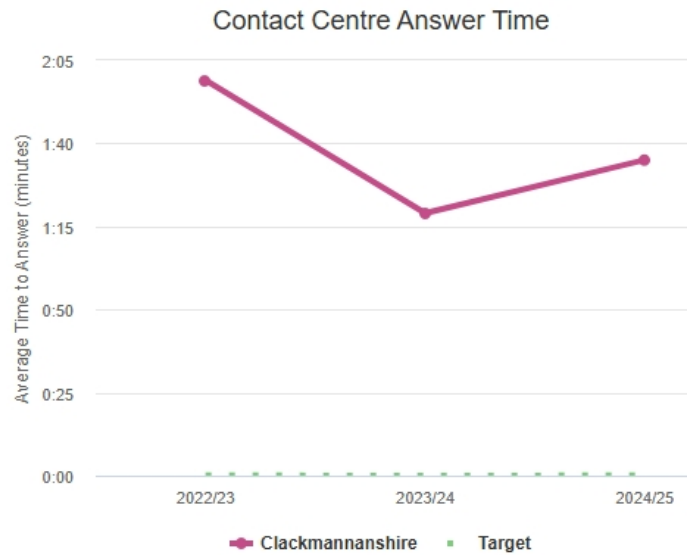
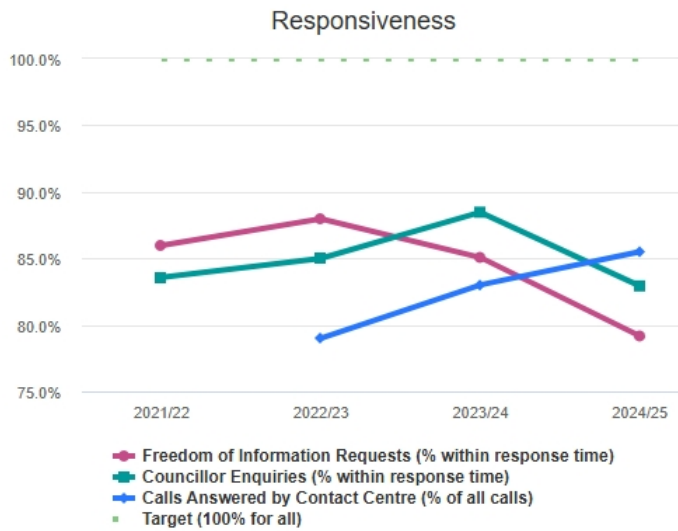
- Absence is static in the long-term for teachers, and increasing in other staff, with the Scottish rate also increasing for both (the family group tracks very close to this). As the largest employer in the area, this reflects local wellbeing issues already discussed.
- An increase is seen in the last year, and over 5 years, in the difference between male and female average pay, now above the Scottish result, but slightly below our family group, and reducing in the longer term.
- Women in the highest earning 5% of roles has moved further from the proportion in the Scottish working age population, locally and nationally. This demonstrates some success in addressing major long-term inequalities, however, pay gap shows much work is still to be done, and a better scope of indicators is required to represent other Equalities issues.



- Low levels can be seen in the governance areas of fraud and data breaches reportable to the Scottish Information Commissioner. Work continues on information security mandatory training and support, and a dedicated fraud officer was recently appointed.

- Completion of mandatory training is improving, however, substantial efforts will be required to raise this to the target of full compliance. There is also a separate Health & Safety programme, and service indicators identify areas of low compliance.





- Less favourable performance is also seen in Freedom of Information and Councillor enquiry responses within target times. While there is improvement in Contact Centre calls answered, all 3 are falling short of the high standards targeted.
- Data issues have prevented inclusion of some other relevant indicators, however, it is hoped that support will be received from the Data & Digital Team to rectify this. One such area is complaints, where just over two thirds are closed in target time, and a new system will support improved responsiveness.
- There has been a slight increase in Contact Centre answer times, however, targets may require review as these would likely require unachievable staffing levels, and benchmarks would be beneficial for a more rounded assessment of service standards.
- Several of these concerns, and those highlighted throughout the report have been significantly impacted by widespread capacity and recruitment challenges. The scope of workforce measures available at a corporate level, however, does not currently facilitate full analysis of this issue.
- Development of the Workforce Strategy has been delayed while other work on the Target Operating Model is progressed, but this does not prevent improvements in the corporate indicator set. Review has taken place as part of the Annual Governance Statement process, and work is ongoing with internal and external colleagues to harness all available expertise. It is vital that a fully representative suite of measures is developed to understand and demonstrate the challenges faced, and enable evidence-based decision-making on the solutions.

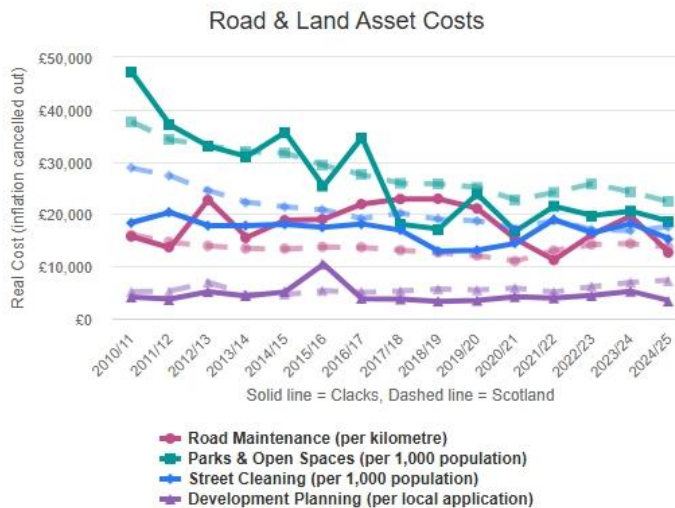
4.2 Assets



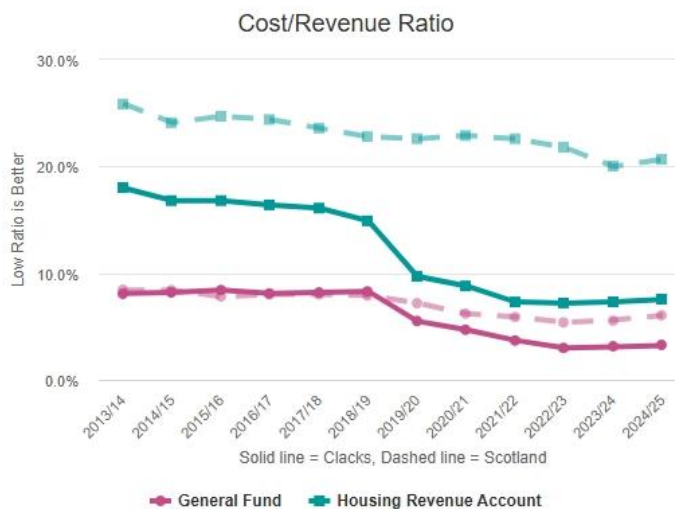
- As with the previous priority, available indicators do not fully represent performance levels in this area. Other than condition and suitability (and Housing quality in section 3.1), all other measures relate to costs and revenue income, which do not cover the scope of all relevant considerations.
- An updated asset register has improved accuracy and increased the total number of buildings (81 to 109). Many additions are smaller (e.g. garages) and slightly lower quality/suitability, and totals will reduce to a degree in 25/26 due to closures and community asset transfer. After a decade in the top quartile for condition and better than average recent suitability results, both have moved closer to average.
- Costs are now below average for roads, parks & open spaces, street cleaning, and considerably so for development planning, top quartile for 9 years. Low costs are ranked as better, however, appropriate investment can only be assessed in conjunction with effectiveness and satisfaction.



- Sports facility and library costs are generally below average and often top quartile (including the 20/21 lockdown spike). Sports costs will likely reduce till the Wellbeing Hub opens in 2027, and increase substantially before income offsets running costs.

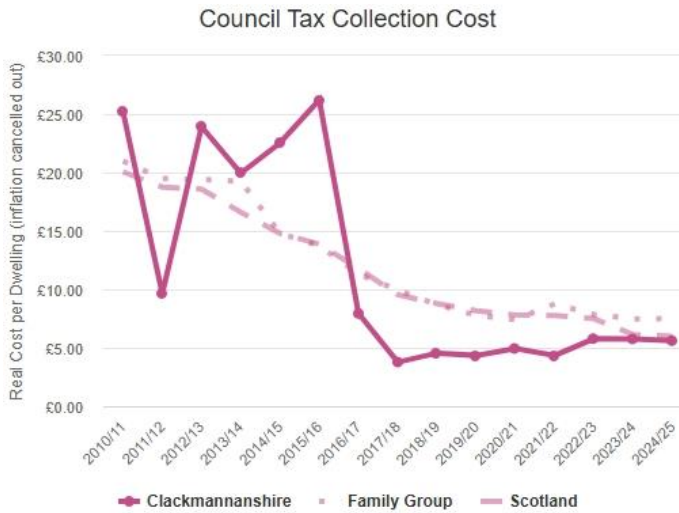


- Cost to income ratio is very strong, both top quartile for at least 6 years, with the Housing Revenue Account close to the General Fund Scottish average.



- Rent loss due to empty properties is variable but below average for 6 years, and meeting the challenging 24/25 target with a top quartile result.

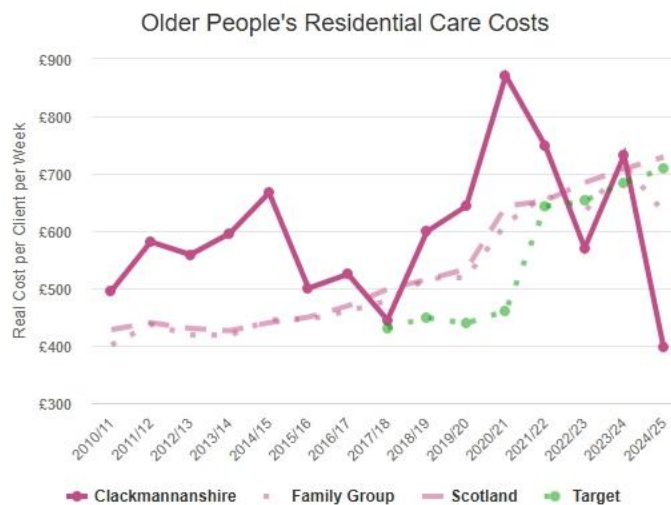
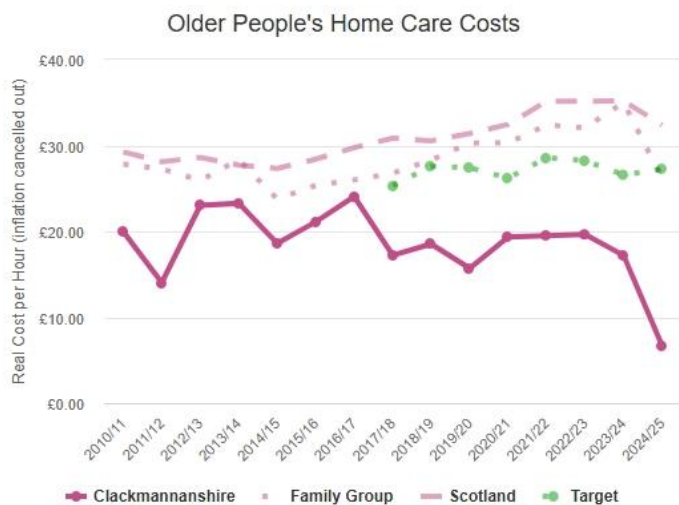




- Council Tax collection costs were top quartile for 6 years to 21/22 and closer to average since. 5-year trends are relatively static, but longer-term reduction is very positive alongside the continued improvement in collection levels, showing that we are achieving more with the same level of investment.

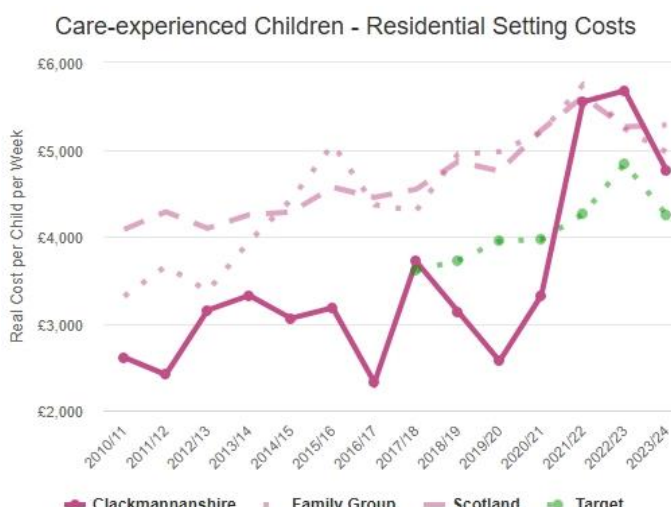
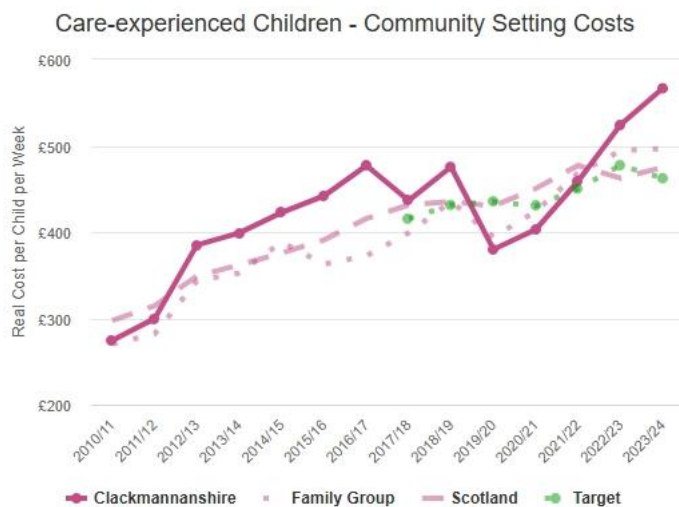
- Recently approved Asset Management and Medium-term Financial Strategies are closely aligned in support of high-quality service delivery, community development and wellbeing economy goals. Place-based regeneration and sustainability are central, with particular emphasis on improving the condition of the school estate. Community engagement and asset transfer are also core areas of focus, and partnership work with the Aberlour charity is investigating fairer debt collection that is inclusive, supportive and cognisant of family circumstances.

4.3 Financial Sustainability

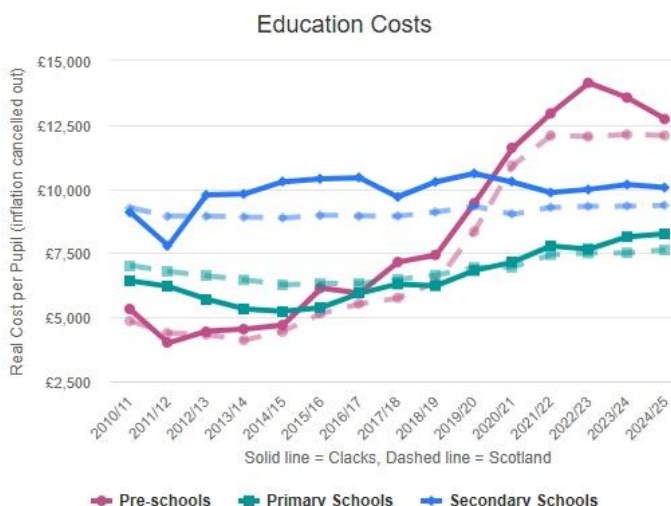


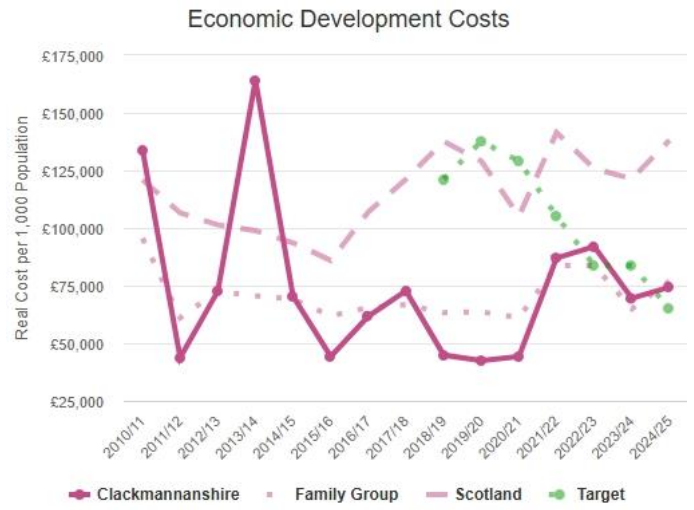
- Older people's residential care costs are now the lowest in the country, as homecare has been for 6 of the last 8 years. While Health & Social Care budget challenges are complex, consideration should be given to whether this is appropriate in the context of bottom quartile satisfaction levels.

- Increasing investment in services for care-experienced children and young people, however, may be appropriate for addressing complex child protection and wellbeing issues, supporting the prioritisation of stable sustained placements in local communities, where possible.



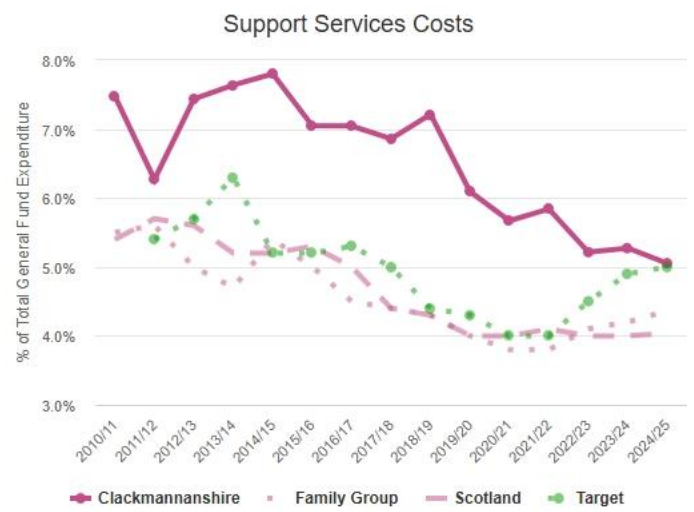
- Early Learning & Childcare (ELC) costs increased with the expansion of free access, but delivery model review has delivered efficiencies in recent years.
- A slower increase in Primary School costs allows us to maintain a low ratio of pupils to teachers, in support of positive learning experiences and outcomes.
- Secondary School costs have been relatively static for over a decade but consistently higher than Scottish and family group levels.
- While benchmarks are an important tool, they reflect the wide range of issues, challenges and local priorities relevant to each different area of Scotland, and should always be considered alongside other performance management factors.



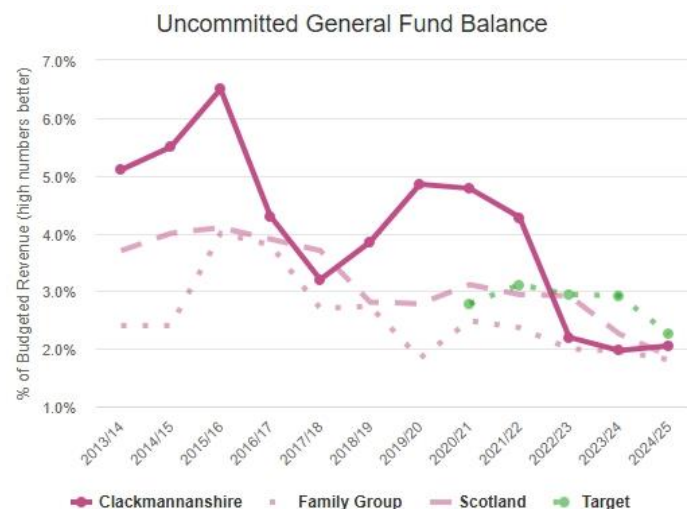


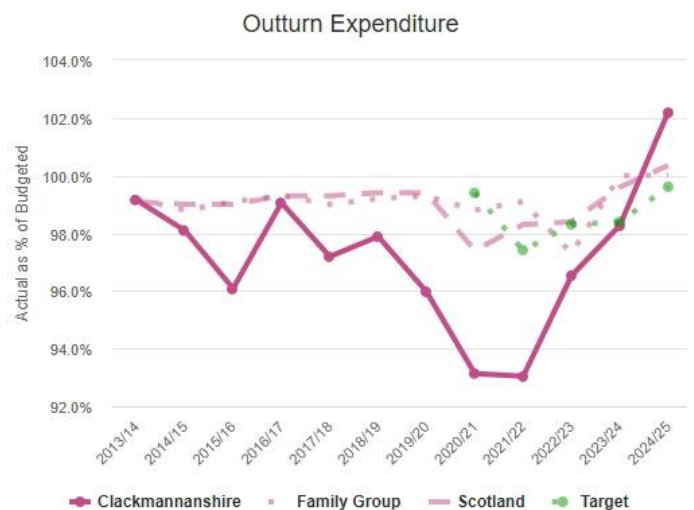
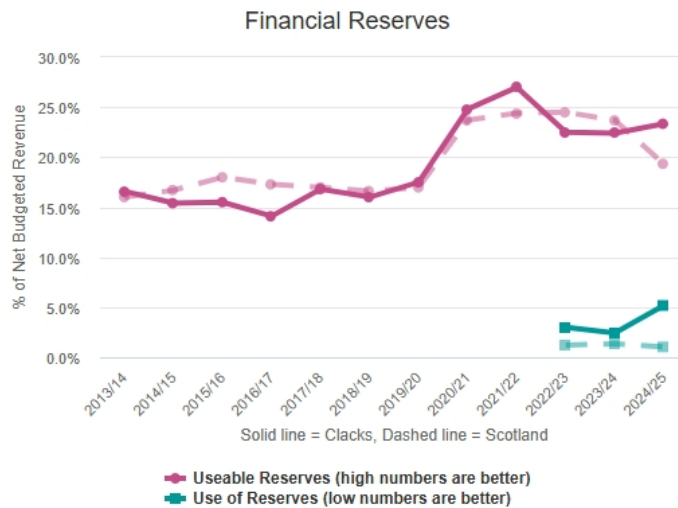
- Refuse disposal costs continue reducing long-term, as does collection (within the 6 lowest in the country for 5 years). This reveals complexities alongside low satisfaction levels but a 1st place recycling rate.
- Environmental Health costs have been within the 8 lowest for 4 years, and Trading Standards the lowest for 6 years, both continuing to reduce. There is, however, currently a lack of available effectiveness measures against which to assess this.

- Economic Development costs are 4th lowest in the country, with this indicator reframed nationally as 'investment', given the range of wellbeing, economy and place-based outcomes supported.
- It should be noted that benchmarked indicators only account for around three quarters (75.2%) of general fund expenditure. Where available, costs are calculated as a percentage of general fund budget to further assess allocation against stated priorities.



- While also continuing to reduce, support service costs remain among the highest 8 in the country, though total budget is 3rd lowest. Moreover, central duties (and policy roles across all areas) are not proportional to budget or caseload as they manage the same policy, process, systems, communications and governance expectations as any other authority.
- Higher levels of uncommitted funding are preferable, with 7 previous rankings in the top quartile but a reducing trend. Some recent results were modelled by the Improvement Service following delays and other issues regarding submission of the Local Financial Return, and they are estimated to be similar to Scottish and family group results.





- Higher levels of usable financial reserves are also prudent, where 5-year results are broadly static, but increasing in the longer-term. A newly added measure on use of reserves to balance the budget (where low usage is preferable) shows higher than average reliance on reserves, the 3rd highest in the country in 24/25.
- Outturn expenditure (actual spend as a percentage of budget) has improved substantially in recent years, from predominantly bottom quartile rankings to the top quartile in 24/25.
- Be the Future projects continue to embed the Target Operating Model, and a major review is underway with neighbouring authorities on collaborative opportunities. Decisions will shape future financial, digital and workforce strategies, with ongoing engagement to ensure local needs and expectations are met. Comprehensive self-assessment via the Annual Governance Statement, alongside internal and external audits, are vital management tools in addition to transparent, balanced and informative Public Performance Reporting. Transformative partnership and community initiatives strive to secure continuous improvement and Best Value for the people and area of Clackmannanshire.

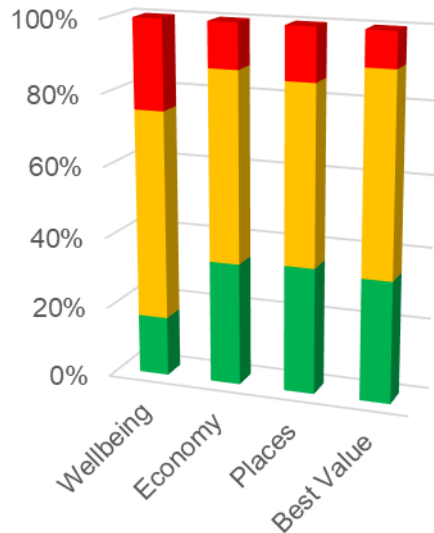
Detailed Data Tables & Key Performance Factors

Please note that much of this information focusses on more technical, rules-based assessments of raw performance elements. This should not be viewed in isolation as its purpose is to summarise past events and highlight the key challenges faced. Only when used in conjunction with information on current activities and future strategies does it provide a rounded picture of efforts to address the stated outcomes and priorities for the Clackmannanshire area.

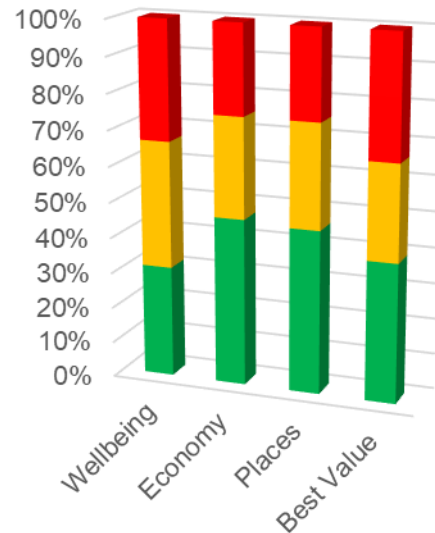
Summary of Key Performance Factors

- Across the range of relevant factors, performance in the Best Value outcome is the most positive, followed by Economy & Skills and then Places, with the greatest number of challenges evident in relation to Wellbeing.
- Satisfactory trends are evident in 40% of all indicators, though 30% of trends are borderline (amber), and a further 30% are unsatisfactory (red).
- Performance against targets is the most positive element, where 60% have a green status, 18% are amber and 22% are red (though some targets may require review).
- 19% of indicators are in the top quartile (best performing 8 Councils), 22% in the 2nd, 27% in the 3rd, and a further 27% in the bottom quartile (5% are not benchmarked).
- A total of 14 indicators (8%) are red across all factors, however, 26 (15%) are green across all factors, as outlined in the following sections.

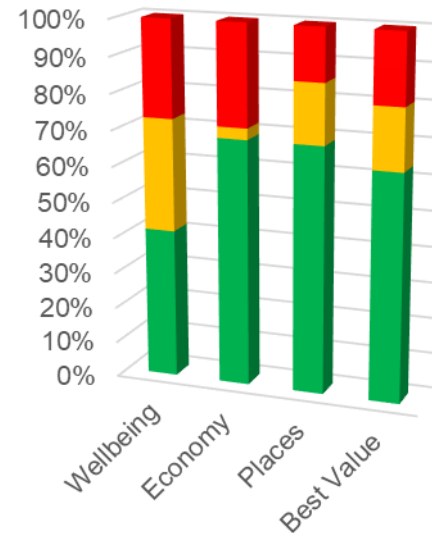
Overall



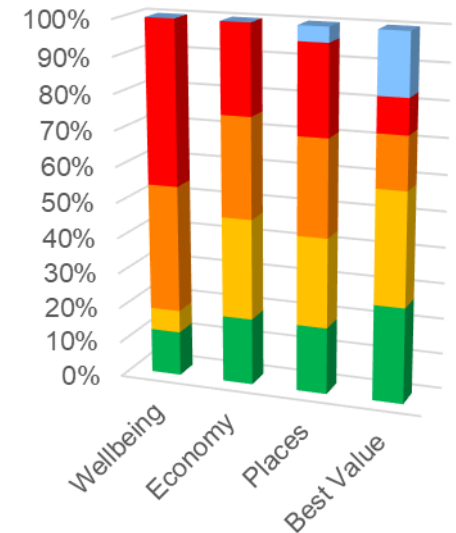
Trends



Targets



Quartiles

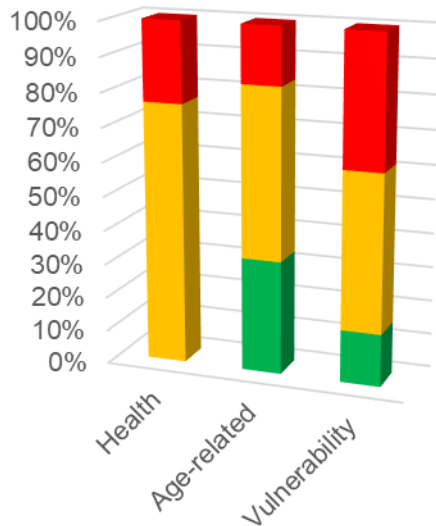


1. Wellbeing

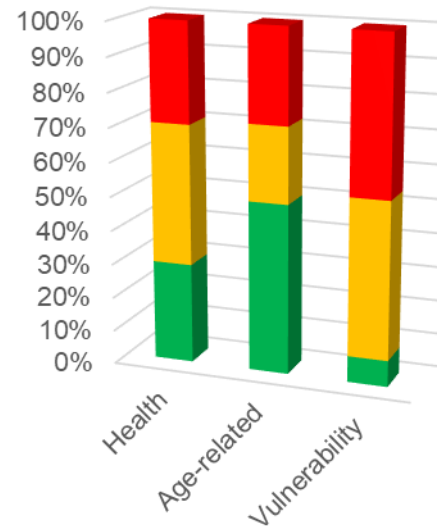


- As shown in the charts below, within this outcome, the greatest challenges are evident in the Physical & Mental Health priority, where the range of indicators focus on life expectancy, mortality, substance use, hospital admissions and mental wellbeing.
- The next most significant resilience issue is highlighted as the inter-related area of Poverty & Vulnerability, summarising performance in elements of adult care, health survey results, early years and household finances (with a selection of additional relevant indicators in other priorities also referenced).
- More positives can be seen in Age-related Outcomes, which provide insights into prevention & screening, child protection and other wellbeing issues affecting young people, as well as the wellbeing of older people.
- Analysis highlights concerns in some elements of child protection, adult care satisfaction, and the long-standing local issues of domestic abuse and child poverty.
- Substantial achievements have, however, been made in older people's homecare provision, and a number of issues affecting children & young people, including fuel poverty, care-experience, and alcohol-related hospitalisations.
- One of the most important results, and greatest levels of improvement, in this report is the reduction of suicides among young people to zero.

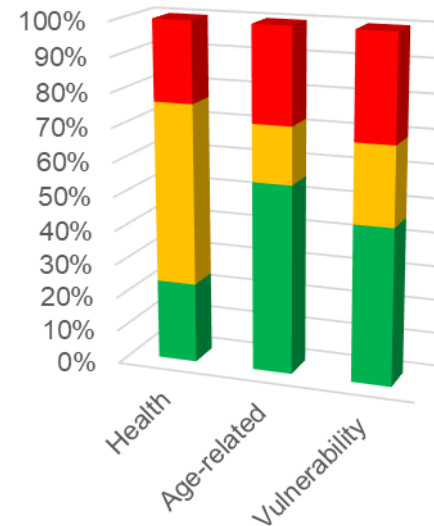
Overall



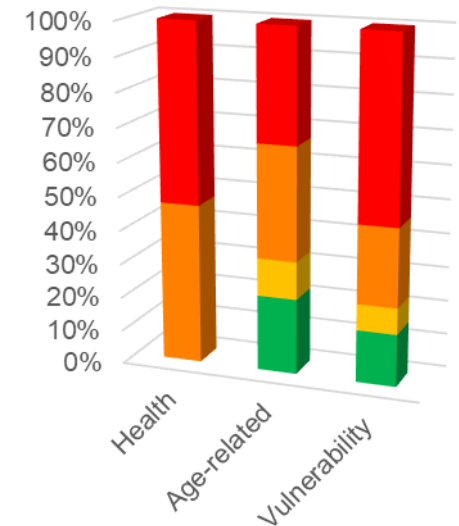
Trends



Targets



Quartiles



1.1 Physical & Mental Health



This is the only priority with no green indicators overall. Three quarters are amber and, of the 4 red overall, Domestic Abuse is the only one red on all factors. Trends are satisfactory in nearly a third of cases (see note below), however, they are unsatisfactory in the same number, and over a third are borderline. Target status is green for a quarter, red for the same number, and half are amber. Some targets may require review to more achievable short-term aims. Deprivation and other factors are linked to health outcomes, evident in a roughly equal split between the 3rd and bottom quartiles, and none in the top 2 quartiles.

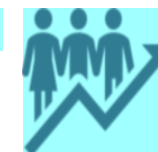
*Indicators averaged over 3 to 5 years. 5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
▲ Life Expectancy Age - Females (at birth*)	80.6	80.2	79.8	80.0		▲	Last Scottish average	80.7	✔	80.7	80.8	24	■ ■ ■ ■
▲ Life Expectancy Age - Males (at birth*)	76.1	75.3	75.6	75.8		●	Last Scottish average	76.5	✔	76.5	76.8	25	■ ■ ■ ■
▲ Healthy Life Expectancy - Females (expected years lived in 'good' health*)	62.8	59.6	58.6	55.1	54.9	▲	Last Scottish average	60.0	▲	58.5	59.4	27	■ ■ ■ ■
▲ Healthy Life Expectancy - Males (expected years lived in 'good' health*)	61.2	58.3	58.1	55.1	54.8	▲	Last Scottish average	59.6	▲	58.5	59.1	27	■ ■ ■ ■
● Deaths - All Ages (per 100,000 population*)	1,228	1,302	1,311	1,314		●	Last Scottish average	1,196	▲	1,211	1,172	28	■ ■ ■ ■
▲ Early Deaths (<75 years, per 100,000 population*)	473	504	496	469		▲	Last Scottish average	453	✔	455	448	24	■ ■ ■ ■
▲ Alcohol-related Deaths (per 100,000 population*)	18.4	17.5	19.8	23.4		▲	Last Scottish average	21.4	▲	20.1	21.8	23	■ ■ ■ ■
▲ Drug-related Deaths (per 100,000 population)	20.7	32.4	22.0	24.7		✔	Last Scottish average	20.2	●	21.8	22.6	24	■ ■ ■ ■
▲ Smoking Prevalence (adults 16+)	N/A	20%	18%	17%		✔	Last Scottish average	16%	▲	16%	15%	24	■ ■ ■ ■
● Emergency Hospitalisations (per 100,000 population*)	7,843	8,468	8,263	8,690		▲	Last Scottish average	7,034	●	7,960	7,243	28	■ ■ ■ ■
▲ Hospital Re-admissions Within 28 Days (per 1,000 discharges)	164	141	140	137	140	✔	Last Scottish average	104	●	100	103	30	■ ■ ■ ■
▲ Deaths from Suicide in People Aged 16 and Over (per 100,000 population*)	22.3	19.8	20.6	19.2	19.7	✔	Last Scottish average	17.4	▲	16.8	16.8	22	■ ■ ■ ■
● Population Prescribed Drugs for Anxiety/Depression/Psychosis	20.9%	21.9%	22.7%	23.2%		●	Last Scottish average	20.7%	▲	22.3%	20.9%	28	■ ■ ■ ■
▲ Mental Wellbeing Score*	N/A	49.8	48.5	48.1		●	Last Scottish average	48.9	✔	48.8	48.7	25	■ ■ ■ ■
▲ Psychiatric Patient Hospitalisations (per 100,000 population*)	290	264	253	241		✔	Last Scottish average	221	▲	230	216	23	■ ■ ■ ■
▲ Hospital Admissions for Mental/Behavioural Disorders Due to Alcohol (per 100,000 population)	609	672	576	593		▲	Last Scottish average	549	▲	566	570	22	■ ■ ■ ■
● Domestic Abuse Incidents (per 10,000 population)	157	146	127	141		●	Last Scottish average	114	●	123	116	29	■ ■ ■ ■

1.2 Age-related Outcomes

Again, high proportions are red or amber, but more positives are evident. Trends are satisfactory and target status green in half of indicators and a third are ranked in the top 2 quartiles. 2 are red on all factors while 4 are green across the board. (MMR = Measles, Mumps & Rubella, HPV = Human Papillomavirus)

*Indicators averaged over 3 to 5 years. 5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.



Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
Immunisation Uptake at 24 Months - 6 in 1*	97.3%	96.9%	96.7%	95.9%	95.2%		Annual improvement	95.9%		96.8%	96.2%	27	
Immunisation Uptake at 24 Months - MMR	95.2%	94.8%	94.5%	92.9%	92.4%		Annual improvement	92.9%		94.4%	93.2%	24	
Uptake of HPV Vaccine in the S3 School Year	71.2%	53.9%	56.3%	69.2%			Last Scottish average	80.7%		81.8%	83.1%	32	
Bowel Screening Uptake*	64.8%	65.9%	65.8%	66.1%			Last Scottish average	66.3%		66.1%	66.4%	21	
Children on the Child Protection Register (per 1,000 children under 16)	4.4	4.1	1.2	1.5	2.4		Last Scottish average	2.0		2.0	2.1	17	
Child Protection Re-registrations (within 18 months)	8.1%	13.3%	11.3%	16.4%			Last Scottish average	5.6%		5.9%	5.8%	31	
Children Cared For by Local Authority (per 1,000 children 0-17 years)	25.1	26.3	26.5	22.5	21.4		Last Scottish average	12.0		11.2	11.6	31	
Care-experienced Children with More than 1 Placement in the Last Year	16.9%	14.8%	16.9%	16.0%			Last Scottish average	17.2%		15.6%	17.5%	12	
Care-experienced Children Cared for in a Community Setting	93.5%	94.9%	94.7%	93.9%			Remain in top quartile	91.8%		89.9%	88.8%	4	
Deaths from Suicide in Young People, Aged 11-25 years (per 100,000 population*)	16.6	9.5	4.8	2.4	0.0		Last Scottish average	10.2		8.5	9.1	1	
Teenage Pregnancies - Aged Under 20 Years (per 1,000 females aged 15-19*)	38.5	37.2	32.4	29.6			Last Scottish average	23.6		26.5	24.7	24	
Alcohol-related Hospitalisations, Aged 11-25 Years (per 100,000 population*)	171	153	120	105			Remain in top quartile	212		172	183	2	
Drug-related Hospital Admissions, aged 11-25 years (per 100,000 population*)	165	150	134	133			Last Scottish average	140		136	115	19	
Young People Hospitalised Due to Assault (aged 15-25, per 100,000 population*)	78	45	50	82			Last Scottish average	69		69	64	29	
Emergency Hospitalisations - Aged 65+ (per 100,000 population*)	24,588	24,722	23,972	24,952			Last Scottish average	23,298		25,420	23,999	20	
Multiple Emergency Hospitalisations - Aged 65+ (2 or more within year, per 100,000 population*)	5,096	5,109	5,046	5,102			Last Scottish average	4,730		5,124	4,807	22	
Older People's Delayed Discharge Days (per 1,000 population, aged 75+)	602	736	701	679	855		Last Scottish average	839		974	899	17	
Older People with Long-term Needs Receiving Care at Home (aged 65+)	76.1%	72.3%	71.1%	70.5%	72.0%		Remain in top quartile	66.8%		64.5%	62.0%	2	

1.3 Poverty & Vulnerability



This priority presents a significant challenge, especially for young people when considered alongside poverty-related indicators in other sections. In particular: Attainment in Deprived Areas (2.1), Unemployed Young People, Economic Inactivity, Low Income Families (2.2), Crime Deprivation and Homelessness (3.1). Below, only 2 are green overall and over a third red. With only 1 evidencing a satisfactory trend, the remainder are split equally between amber and red. Nearly half are green in relation to targets, however, a third are red. While there are 2 top quartile rankings, over half are in the bottom quartile. 3 indicators are red across all factors (and the Child Poverty target may require review to more achievable incremental levels of short-term improvement). Fuel Poverty is, however, green across the board and, despite a borderline trend, broadly positive results are evident in Adult Care Inspections.

*Indicators averaged over 3 to 5 years. 5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

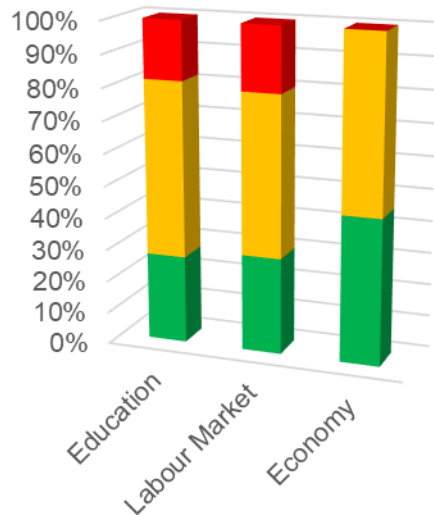
Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
Adult Care Inspection Gradings (% 'good' or better)	97.4%	91.7%	82.0%	87.7%	88.0%		Remain in top quartile	84.3%		84.2%	81.9%	7	
Adults Agreeing 'Support Improved or Maintained Quality of Life' (biennial)		85.7%		61.5%			Last Scottish average	78.1%		64.5%	69.8%	31	
Adults Agreeing they are 'Supported to Live as Independently as Possible' (biennial)		72.1%		60.1%			Last Scottish average	78.8%		68.7%	72.4%	32	
Adults Agreeing they 'Had a Say in How Support was Provided' (biennial)		72.1%		52.1%			Last Scottish average	70.6%		54.9%	59.6%	30	
Unpaid Carers who 'Feel Supported to Continue in their Caring Role' (biennial)		23.8%		26.2%			Last Scottish average	29.7%		28.6%	31.2%	30	
Adults Assessing their General Health as Good/Very Good*	N/A	73%	68%	67%			Last Scottish average	72%		70%	72%	25	
Adults Meeting Physical Activity Guideline*	N/A	61%	59%	62%			Last Scottish average	66%		63%	65%	24	
Adults with Symptoms of Common Mental Health Problems*	N/A	15%	20%	22%			Last Scottish average	21%		22%	21%	19	
Children with 'No Developmental Concerns' (at 27-30 month health review)	78.7%	79.9%	82.5%	82.4%			Last Scottish average	82.1%		81.6%	83.3%	21	
Child Poverty Rate (after Housing costs, % of all children aged 0-15 years)	23.9%	28.3%	29.2%	28.5%				21.8%		23.4%	20.7%	31	
Fuel Poverty (% of households)	22.5%	21.3%	20.3%	19.3%			Last Scottish average	23.8%		20.8%	23.7%	8	
Food Insecurity (worried about running out due to lack of money or other resources in last year)	6.0%	N/A	7.0%	9.0%			Last Scottish average	9.0%		9.0%	11.0%	11	
Households Reporting they are 'Managing Very or Quite Well Financially'	N/A	N/A	45.5%	46.6%			Last Scottish average	48.6%		49.4%	52.2%	28	

2. Economy & Skills

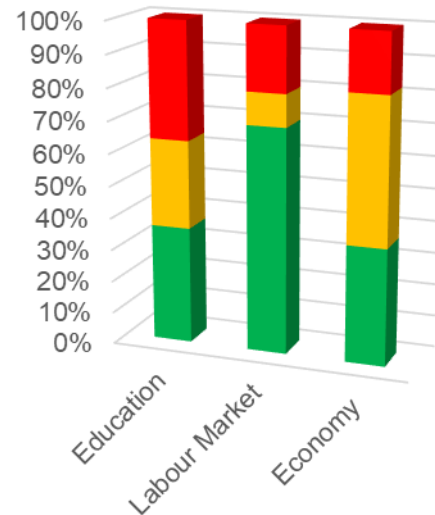


- Within this outcome, though there are some contrasting results across all sections, the most positives can be seen in relation to the Economic Opportunities priority, summarising performance in the support provided for household finances, business & economy, development planning and around the Council's own spend.
- In the remaining two areas performance levels are broadly similar, but with marginally better results over all elements in Labour Market & Fair Work, comprising indicators on modern apprentices, unemployment, economic inactivity and household income.
- Some key performance factors were, however, stronger in the Educational Outcomes priority, where indicators cover the areas of inspections, school attendance, primary and secondary level academic attainment, and destinations and participation in school leavers.
- Key challenges are highlighted in the areas of academic attainment, including in deprived areas, and in economic inactivity, particularly in relation to ill-health.
- In contrast, very positive results can be seen in early years inspections, the Clackmannanshire Works employability programme and average earnings.
- The timeliness of processing grant applications is a particular strength, with 100% of community care decisions provided within the target timescale.

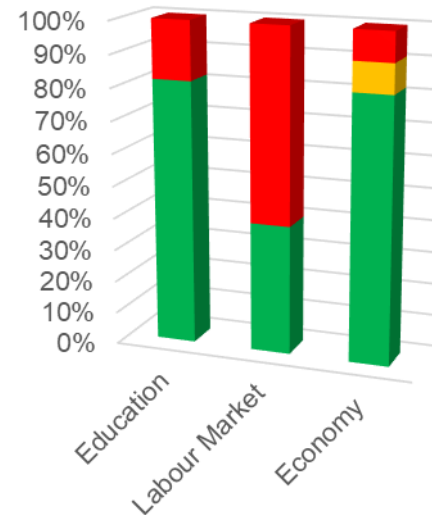
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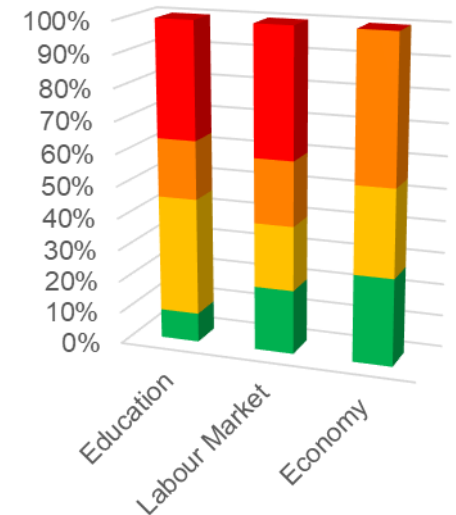
Trends



Targets



Quartiles



2.1 Educational Outcomes



In this priority, a third of indicators are green overall and over half amber. There are some contrasting results but positive elements can be seen in most. Trends are split roughly evenly across red, amber and green. Performance was within 5% of target in most but more detail is needed on the basis for targets. Nearly half of indicators are performing within the top half of Councils but a third are in the bottom quartile, which also reflects deprivation-related factors. While secondary attainment remains a challenge, with both indicators red on all factors, primary attainment shows positive progress, particularly in literacy. Strong results can be seen for Early Years Inspections, green across all elements, demonstrating the driving of improvement despite demographic challenges. Work is going with colleagues to improve internal data-sharing and the integration of indicator sets to present a rounded picture of critical success factors.

*Indicators averaged over 3 to 5 years. 5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
Early Years Inspection Gradings (% 'good' or better, funded provision)	94.7%	88.9%	84.2%	89.5%	95.0%		Last Scottish average	89.8%		91.5%	89.0%	7	
School Attendance - All Pupils (previously biennial, now annual)	92.9%		90.7%	91.1%	90.7%			92.0%		90.9%	91.0%	22	
School Attendance - Care-experienced Children (previously biennial, annual from 22/23)	89.9%		86.1%	85.6%				84.8%		84.7%	83.7%	13	
Pupils Achieving Expected Curriculum for Excellence Level - Literacy (primary 1, 4 & 7)	59.6%	63.3%	69.6%	74.0%	72.2%			75.0%		75.3%	74.5%	23	
Pupils Achieving Expected Curriculum for Excellence Level - Numeracy (primary 1, 4 & 7)	68.6%	71.7%	72.4%	77.3%	75.3%			78.0%		81.8%	80.3%	29	
Literacy Attainment Gap (primary 1, 4 & 7 pupils from least & most deprived areas)	20.7%	19.3%	15.8%	15.6%	18.3%		Last Scottish average	20.2%		18.6%	19.4%	12	
Numeracy Attainment Gap (primary 1, 4 & 7 pupils from least & most deprived areas)	13.0%	15.6%	17.1%	16.4%	15.2%		Last Scottish average	17.4%		15.8%	16.6%	12	
Pupil Attainment - Deprivation Quintile 1 (average tariff score, pupils from most deprived areas)	544	607	522	595	465		Last Scottish average	661		634	655	27	
Pupil Attainment - Overall (average tariff score, all pupils)	830	878	766	787	756		Last Scottish average	919		929	922	32	
School Leavers Entering Initial Positive Destinations	95.9%	96.5%	94.9%	96.0%				95.9%		96.1%	95.7%	13	
16-19 Year-old Participation Rate (education, training or employment)	90.0%	90.7%	90.4%	90.3%	92.0%		Last Scottish average	92.7%		93.1%	93.3%	26	

2.2 Labour Market & Fair Work

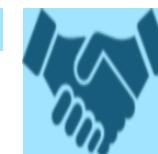


Similarly, a third of indicators are green overall and half are amber. Strong trends are evident in over two thirds, though health factors remain a concern. Target achievement is more polarised, with no ambers, and some targets may need to be more challenging or achievable to better reflect agreed priorities. A mixed picture is also evident in relation to benchmarks, with 2 indicators in each of the top 3 quartiles but 4 in the bottom quartile. Both Economic Inactivity indicators are red on all factors, but Median Earnings and ClacksWorks Employability results are consistently strong across the board.

5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
Modern Apprentice New Starts - All Ages (per 10,000 working age)	71	74	93	82	78		Annual increase of 100 (total people, before calculated as a rate)	120		78	73	17	
Modern Apprentice New Starts - 16-24 year-olds (per 10,000 young people)	246	280	357	308	304		Previous LOIP targets	588		293	245	13	
Unemployment Rate - Young People (16-24 years)	9.7%	4.5%	5.6%	4.9%	4.6%		Last Scottish average	3.4%		3.4%	3.3%	29	
Unemployment Rate - All Working Age (16-64 years)	6.5%	4.0%	3.8%	3.3%	3.1%		Last Scottish average	3.1%		2.7%	3.1%	21	
Unemployed People Assisted into Work via Council Employability Programmes	9.0%	39.3%	17.2%	26.0%	30.5%		Last Scottish average	14.7%		20.1%	20.6%	8	
Working Age Population - Aged 16-64 Years (% of total population)	62.3%	62.2%	62.2%	62.2%	62.1%		Last Scottish average	63.4%		N/A	63.3%	12	
Economic Inactivity (as % of working age population)	22.3%	27.0%	30.5%	28.6%	32.1%		Last Scottish average	22.5%		23.3%	23.0%	30	
Economic Inactivity Due to Long-term Ill Health (% of total economically inactive)	28.0%	29.1%	25.4%	39.2%	44.4%		Last Scottish average	31.6%		40.4%	33.7%	25	
Median Earnings	£492	£523	£567	£620			Last Scottish average	£542		£594	£578	3	
Children in Low Income Families	19.4%	20.9%	22.5%	20.8%			Last Scottish average	17.8%		17.3%	16.3%	30	

2.3 Economic Opportunities



Only 2 priorities have no indicators assessed as red overall, including here, with a roughly even split between green and amber. Trends are slightly less positive, but most track close to national and family group levels and are linked to wider Scottish, UK and international influences. Challenging targets are green in most cases, demonstrating the prioritisation of timely supports for people, businesses and the local economy. Top quartile or better than average results are evident in over half of the indicators, and this is also one of only two priorities with no bottom quartile rankings. No measures are red across all factors, and sustained positive results are evident in responsiveness to grant applications, both of which are green on all counts.

5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

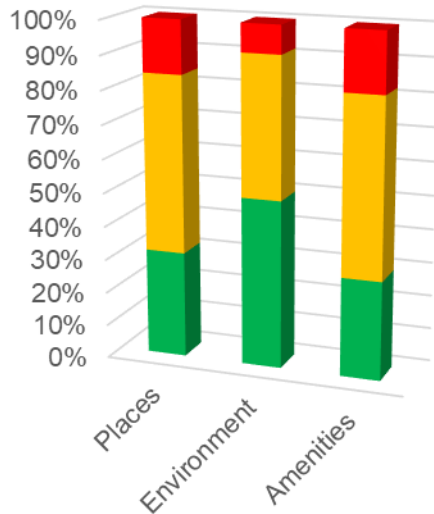
Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
Scottish Welfare Fund Budget Spent	95%	108%	127%	117%	133%		Spend full budget or more (possible top-up from other funding)	100%		119%	121%	10	
Crisis Grant Decisions Within 1 Day	97.8%	96.7%	99.3%	98.5%	99.7%		Annual improvement	98.5%		98.8%	96.0%	5	
Community Care Grant Decisions Within 15 Days	99.5%	95.8%	98.7%	99.5%	100.0%		Annual improvement	99.5%		96.8%	90.7%	1	
Business Gateway Startups (per 10,000 population)	17.9	15.7	17.2	16.5	15.7		Last Scottish average	13.5		13.4	12.3	14	
Businesses Surviving at Least 3 Years (as % of new enterprises)	50.0%	61.5%	51.9%	56.0%			Last Scottish average	57.4%		56.5%	56.0%	20	
Town Vacancy Rate (vacant retail units as % of total - Alloa town centre only)	13.6%	18.6%	22.7%	10.8%	12.0%		Last Scottish average	12.3%		10.2%	11.4%	17	
Gross Value Added (per head of population)	£20,953	£22,829	£24,715	£21,819			Last Scottish average	£30,634		£21,140	£30,581	24	
Average Time to Process Commercial Planning Applications (weeks)	6.5	7.2	9.3	7.7	11.3		Last Scottish average	10.7		14.6	14.3	13	
Immediately Available Employment Land (% of land allocated for employment in Local Development Plan)	68.5%	68.0%	26.1%	73.9%	73.9%		Last Scottish average	24.5%		33.5%	21.3%	3	
Invoices Paid Within 30 Days	94.8%	87.7%	88.6%	92.2%	91.7%		Last Scottish average	92.9%		94.2%	93.0%	22	
Procurement Spend with Local Businesses	23.4%	22.7%	23.3%	20.9%	24.4%		Family group median	20.5%		22.8%	31.5%	21	

3. Places

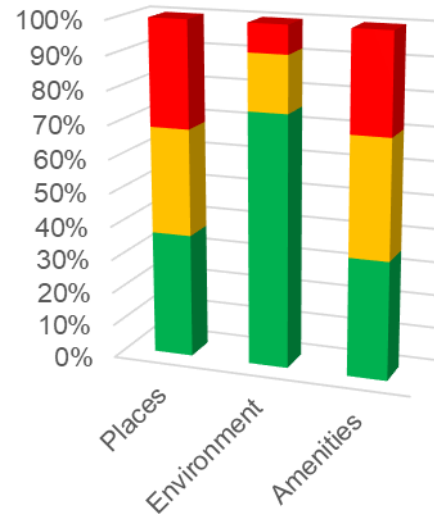


- While different positives and negatives are seen across all areas of this outcome, slightly more challenges are evident in the Neighbourhoods & Amenities priority, where indicators focus on the topics of neighbourhood access, community plans & assets, inclusion & empowerment, and environment & leisure.
- The Sustainable Places priority comes next in order of overall performance, with slightly better results across the range of indicators summarising road condition, safety & resilience, housing & homelessness.
- The most positive set of results under this outcome are associated with the Environmental Sustainability priority, covering aspects of active travel, recycling & street cleanliness, carbon dioxide emissions and climate change.
- Performance levels do, however, highlight concerns around the impacts of crime deprivation on young people, and in satisfaction with public transport.
- Key strengths are evident in some elements of road condition, discretionary housing payments, and some sources of carbon dioxide emissions.
- Particularly positive and sustained strong performance is also seen in active travel to school, recycling rates and access deprivation among young people.

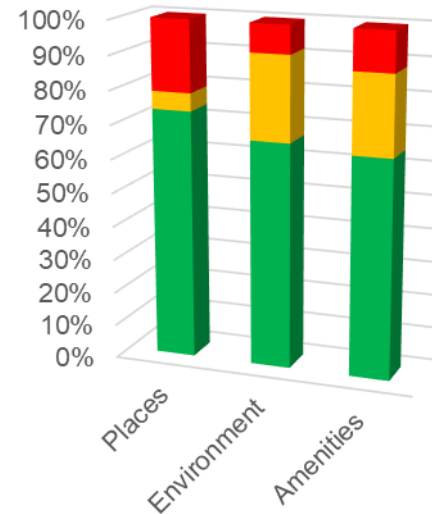
Overall



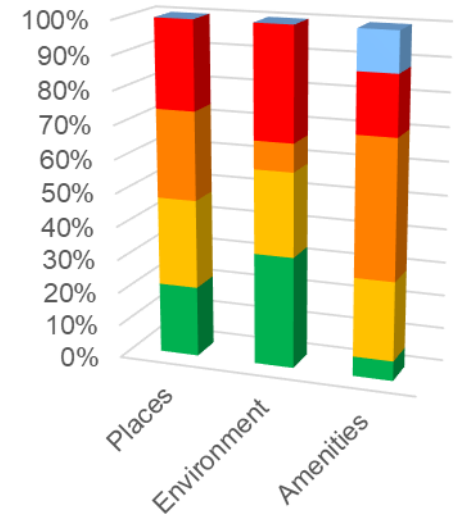
Trends



Targets



Quartiles



3.1 Sustainable Places



Results are varied, with overall reds highlighting resilience issues, and overall greens in several crime and safety areas. Trends are even across red, amber and green, and target achievement is green in three quarters (though the basis for some requires clarification). There is almost equal distribution across the 4 benchmark quartiles. Crime deprivation remains a concern, while Discretionary Housing Payments and C Class Road Condition are green on all fronts.

*Indicators averaged over 3 to 5 years. 5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
A Class Roads to be Considered for Treatment*	26.5%	26.9%	27.1%	27.9%	30.0%			28.9%		27.0%	31.0%	19	
B Class Roads to be Considered for Treatment*	18.5%	19.0%	24.7%	23.7%	23.0%			32.5%		31.5%	35.0%	3	
C Class Roads to be Considered for Treatment*	27.4%	27.0%	26.3%	25.0%	28.0%			33.4%		30.0%	34.0%	8	
Unclassified Roads to be Considered for Treatment*	43.2%	40.8%	40.6%	37.9%	38.0%			36.2%		34.5%	36.0%	22	
Recorded Crime Rate (per 10,000 population)	882	855	796	795	731		Last Scottish average	863		779	857	13	
Young People (0-25) in Most Crime Deprived Quintile	25.9%	25.9%	26.3%	26.1%			Last Scottish average	20.7%		18.6%	20.6%	29	
Threatening & Abusive Behaviour Crimes (per 10,000 population)	94	99	79	85	67		Last Scottish average	79		79	78	16	
Adults Experiencing Discrimination in the Past Year	N/A	N/A	9.6%	5.3%			Last Scottish average	7.2%		5.2%	6.9%	14	
Dwelling Fires (accidental & deliberate, rate per 100,000 population)	109	89	44	67			Last Scottish average	79		63	69	15	
Fragility Index (combination of depopulation & old age dependency ratio (low numbers = less fragile))	111	112	112	113			Last Scottish average	108		110	109	30	
Single Adult Dwellings	39.9%	40.6%	40.9%	41.4%			Last Scottish average	38.5%		38.5%	38.5%	29	
Council Dwellings Meeting the Scottish Housing Quality Standard (SHQS)	79.2%	59.9%	39.3%	93.5%	84.7%		All to meet standards	100.0%		88.7%	82.9%	14	
Average Time to Complete Emergency Repairs (hours)	3.6	3.5	4.0	4.0	3.7		Housing Repairs policy	4.0		3.7	3.8	15	
Average Time to Complete Non-emergency Repairs (working days)	4.2	4.9	5.4	5.1	5.1		Remain in top quartile	7.6		9.3	10.1	1	
Rent Arrears (as % of rent due in the year)	9.6%	10.7%	11.5%	11.2%	7.3%		Annual improvement	11.2%		7.3%	8.6%	9	
Discretionary Housing Payments Funding Spent	81%	87%	89%	84%	103%		Spend full budget (may top-up from other fund)	100%		105%	99%	7	
Adults Assessed as Homeless/Potentially Homeless (per 1,000 adults)	10.5	12.4	13.1	13.1			Last Scottish average	8.5		8.6	8.6	30	
Homeless Deaths (estimate per 1 million population)	30.7	57.8	57.9	88.5			Last Scottish average	59.2		44.1	58.3	26	
Children Living in Temporary Accommodation (per 1,000 population aged under 16)	3.4	3.4	4.6	5.2			Last Scottish average	9.9		6.0	10.7	18	

3.2 Environmental Sustainability



In this priority, only 1 indicator is red overall and half are green, though variable results are seen in some amber measures. Positive trends are evident in three quarters of areas, while Street Cleanliness has declined, and new temperature indicators highlight the climate challenge. In the 3 areas of Active Travel, Recycling/Cleanliness and Emissions, both positives and negatives are seen but two thirds are green for target achievement. Higher proportions of top quartile rankings were achieved, a third of indicators, with a further quarter in the 2nd quartile. Street Cleanliness has, however, moved into the bottom quartile, joining 3 others with sustained low rankings in relation to other local authorities. No indicators are red across all factors, while 4 are green for all, including 3 in the top 3 authorities (where Active Travel to School has remained for 7 years).

5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
Active Travel to School	65.9%	66.1%	65.3%	62.2%	62.5%		Remain in top quartile	52.5%		47.6%	47.2%	2	
Active Travel to Work	N/A	N/A	5.8%	14.3%			Last Scottish average	16.0%		7.4%	14.7%	12	
Household Waste Composted or Recycled	48.6%	50.0%	51.2%	52.0%	57.2%		Annual improvement	43.5%		49.8%	44.3%	1	
Street Cleanliness Score (% 'acceptable')	89.6%	90.4%	96.5%	90.8%	82.4%		Last Scottish average	92.1%		91.4%	91.7%	31	
Air Quality (concentration of fine particulate matter, low numbers are better)	4.4	4.1	4.9	4.1			Last Scottish average	4.6		4.2	4.1	20	
Carbon Dioxide Emissions - All (tonnes per head of population)	9.5	9.2	9.0	8.6			Move into 3rd quartile	5.7		4.0	4.6	28	
Carbon Dioxide Emissions - Within Local Authority Scope (tonnes per head of population)	6.4	6.5	6.0	5.8			Move into 3rd quartile	5.1		3.5	4.0	31	
Carbon Dioxide Emissions - From Transport (tonnes per 1,000 population)	16.6	18.3	18.6	18.7			Remain in top quartile	27.8		20.0	28.6	9	
Carbon Dioxide Emissions - From Electricity (tonnes per 1,000 population)	41.1	36.6	34.7	37.1			Remain in top quartile	37.5		40.4	47.6	5	
Carbon Dioxide Emissions - From Natural Gas (tonnes per 1,000 population)	48.1	41.4	41.0	40.8			Remain in top quartile	46.2		65.8	57.2	3	
Maximum Daily Temperature (Jun to Sep)	26.7	27.0	29.6	27.6	23.3		Last Scottish average	30.1		23.5	27.1	9	
Average Summer Temperature (Jun to Sep)	17.5	19.6	18.9	18.9	17.3		Last Scottish average	18.4		17.2	16.7	25	

3.3 Neighbourhoods & Amenities



This priority has more overall ambers, over half, while a fifth are red and a third green overall. Contrasting trends result in an even red/amber/green split. It may be appropriate to customise thresholds where all perform within tight margins, or there is limited scope for improvement, such as in Broadband access. Two thirds of indicators are green for target achievement, while 4 measures are amber, and 2 are red. Complexities are also seen with rankings across all 4 quartiles, including 1 in the top, but 3 in the bottom quartile (and 2 new indicators not benchmarkable). Satisfaction with Sports Facilities is red for all factors (see Performance Analysis discussion around a significant investment project to address this). Sustained positive performance can, however, be seen in Access Deprivation among young people, green across the board and in top quartile for 7 consecutive years.

*Indicators averaged over 3 to 5 years. 5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

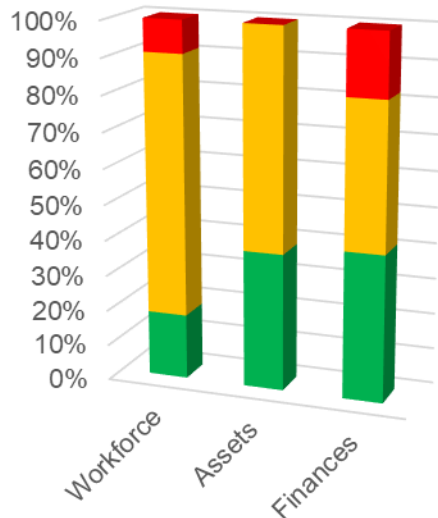
Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
Young People in Most Access Deprived Quintile (aged 0-25)	14.7%	15.4%	14.9%	14.8%			Remain in top quartile	16.8%		20.9%	20.9%	6	
Properties with Superfast Broadband	95.8%	98.2%	98.7%	98.7%	98.8%		Last Scottish average	95.9%		99.1%	97.1%	13	
Adults Satisfied with Local Health Services	N/A	N/A	66.3%	71.6%	60.9%		Last Scottish average	67.1%		60.0%	60.8%	20	
Adults Agreeing/Strongly Agreeing that Neighbourhood has Places to Meet & Socialise	N/A	N/A	62.7%	68.7%	68.2%		Last Scottish average	61.3%		59.1%	60.0%	12	
Adults Satisfied with Public Transport	N/A	N/A	42.2%	49.6%			Last Scottish average	57.8%		66.5%	63.6%	26	
Community Councils with Local Plan in Place (9 areas in total)	8	6	4	3	4		Maintain or improve	4		Local performance indicators – benchmarks not available			
Assets in Community Ownership (total number)	1	2	2	2	3		Maintain or improve	2					
Adults Feeling they Belong to their Local Neighbourhood	N/A	N/A	81.8%	82.6%			Last Scottish average	82.5%		87.0%	81.7%	19	
Adults Trusting Most People in their Neighbourhood	N/A	N/A	80.9%	83.8%			Last Scottish average	82.3%		84.8%	81.0%	19	
Adults Rating Neighbourhood as 'Very Good Place to Live'	N/A	N/A	54.3%	51.2%			Last Scottish average	57.4%		53.9%	54.8%	22	
Adults Volunteering in Past Year	N/A	N/A	24.7%	18.2%			Last Scottish average	21.6%		17.2%	18.4%	18	
Adults Agreeing they can Influence Local Decisions	N/A	N/A	23.1%	17.2%			Last Scottish average	17.8%		18.6%	18.2%	21	
Satisfaction with Parks & Open Spaces*	87.4%	88.0%	85.0%	81.3%	84.3%		Last Scottish average	85.0%		84.8%	83.7%	14	
Satisfaction with Refuse Collection*	64.3%	65.0%	73.3%	72.7%	66.7%		Last Scottish average	78.3%		82.8%	78.3%	29	
Satisfaction with Street Cleaning*	63.3%	65.0%	66.3%	65.7%	64.3%		Last Scottish average	58.0%		63.2%	57.0%	12	
Satisfaction with Sports Facilities*	57.7%	50.3%	36.7%	30.0%	28.7%		Last Scottish average	67.0%		63.5%	65.0%	32	
Satisfaction with Libraries*	65.6%	65.0%	63.0%	62.0%	65.0%		Last Scottish average	67.0%		64.5%	65.3%	22	

4. Best Value

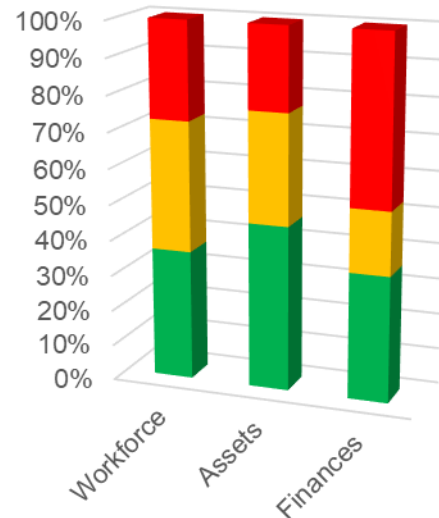


- In the final outcome, the priority of Assets shows the strongest performance across all key factors, incorporating indicators relating to the management of property, roads and land assets, community facilities and revenues income.
- Known long-term challenges are evident in the Financial Sustainability priority, which encompasses cost indicators across the Health & Social Care Partnership, the People, Place and Partnership & Performance Directorates, and overall corporate results.
- The Workforce priority summarises indicators covering some elements of absence and equalities among Council employees, as well as a selection regarding service governance and responsiveness, however, development is needed to represent the full scope of relevant considerations in this area.
- These sections highlight key concerns in relation to sickness absence, and around reliance on reserves to balance the Council's budget.
- Very strong performance is evident in rent loss due to empty properties and overall outturn expenditure, as well as in cost indicators in the areas of development planning, older people's care, environmental health and trading standards.
- In particular, sustained positive levels can be seen in the ratio of income to expenditure for both the general fund and housing revenue accounts.

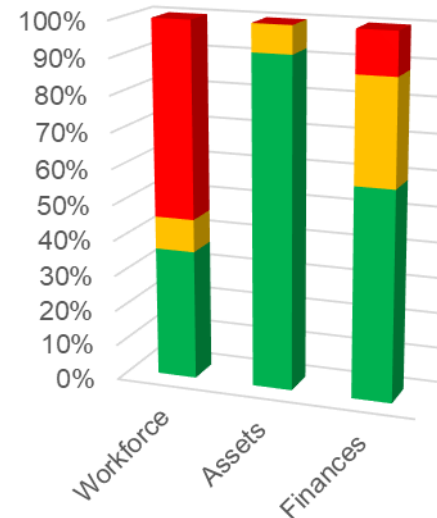
Overall



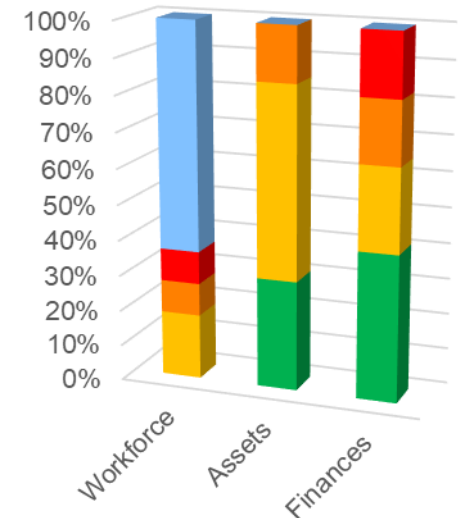
Trends



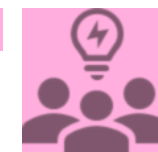
Targets



Quartiles



4.1 Workforce



Similarly to several other priorities, high levels of overall amber indicators are seen (nearly three quarters), while 1 is red and 2 green overall. Again, there is an even split across green, amber and red trends, with some improving, some not as quickly as would be desirable, and some declining. While performance was within target thresholds in a third of indicators, over half are red, though some targets represent exemplary quality standards. Fewer indicators have external comparators, and a more holistic suite of workforce measures is required, including investigating potential benchmark options. The first Absence indicator (71% of staff) is red on all factors, but improving Teacher levels sees a move to the 3rd quartile after a decade in the bottom quartile. No indicators are technically green across the board, due to a lack of benchmarks for Fraud and Reportable Data Breaches, where results are very positive.

5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
Sickness Absence per Employee (average working days, excluding Teachers)	10.1	14.9	16.7	19.6	17.1		Last Scottish average	13.9		14.7	14.5	29	
Sickness Absence per Teacher (average working days, separated from other staff due to differing employment terms & conditions)	7.1	8.7	7.6	9.9	8.5		Annual improvement	9.9		8.4	7.8	23	
Gender Pay Gap (Council employees)	0.9%	2.1%	1.0%	0.2%	2.1%		No pay gap	0.0%		2.2%	1.5%	16	
Women in the Highest Paid 5% of Council Employees	53.8%	59.8%	58.2%	60.2%	59.6%		Women in Scottish working age population	51.2%		61.5%	60.3%	16	
Instances of Fraud Detected		0	0	1	0		No instances	0		Local performance indicators – benchmarks not available (Where possible, internal measures are recorded by service area and benchmarked against the corporate result)			
Data Breaches Reportable to the Information Commissioner	1	4	3	2	1		No breaches	0					
Employees Completing Mandatory Training by Due Date	34.2%	34.0%	45.1%	50.8%	59.0%		All by due date	100.0%					
Freedom of Information Requests Dealt with Within 20 Days		86.0%	88.0%	85.1%	79.2%		All within timescale	100.0%					
Councillor Enquiries Dealt with Within Target Time		83.6%	85.0%	88.5%	82.9%		All within timescale	100.0%					
Calls Answered by Contact Centre			79.0%	83.0%	85.5%		Answer all calls	100.0%					
Average Waiting Time for Contact Centre Calls to be Answered (minutes)			1:59	1:19	1:35		Answer immediately	0:00					

4.2 Assets

This is another area where a more representative dataset would be beneficial in supporting evidence-based resource allocation decisions. In this selection, none are red overall and a third green, with the majority amber. Trends are variable but nearly half are green and less than a quarter red. Historical rules for cost indicators may also require review to a more sophisticated model reflective of the practical challenges in securing further reductions. While results are very positive in relation to targets, it may be of value to focus less on benchmarks as the basis, and align better with local budget priorities. Benchmark results themselves are the most favourable of any priority area, with only 2 rankings outwith the top half of Councils, and 4 in the top quartile. No indicators are red for all elements, and the 4 areas of Planning Costs, Void Rent Loss and both Cost/Revenue indicators are green across the board.



5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
Council Buildings in Satisfactory Condition (by floor area)	97.7%	97.5%	97.5%	97.5%	92.8%		Remain in top quartile	95.0%		91.0%	90.3%	14	
Operational Buildings Suitable for Current Use	80.0%	91.4%	91.4%	91.4%	87.2%		All suitable for use	100.0%		90.4%	85.7%	17	
'Real' Cost of Road Maintenance (per kilometre)	£15,237	£11,221	£16,120	£19,615	£12,645		Last Scottish average	£14,346		£15,357	£13,654	15	
'Real' Cost of Parks & Open Spaces (per 1,000 population)	£16,733	£21,512	£19,702	£20,577	£18,634		Annual improvement	£20,577		£20,820	£22,370	9	
'Real' Cost of Street Cleaning (per 1,000 population)	£14,401	£18,945	£16,443	£18,178	£15,295		Last Scottish average	£16,795		£16,418	£17,590	24	
'Real' Cost per Local Planning Application	£4,201	£3,941	£4,441	£5,242	£3,455		Last Scottish average	£6,939		£7,101	£7,340	1	
'Real' Cost of Sports Facilities (per visit)	£20.41	£5.69	£3.67	£2.55	£2.83		Last Scottish average	£4.53		£4.50	£3.77	13	
'Real' Cost of Libraries (per visit)	£2.23	£2.55	£2.85	£2.87	£2.40		Last Scottish average	£2.49		£2.40	£2.70	12	
Cost/Revenue Ratio - General Fund (financing costs to net revenue stream)	4.7%	3.7%	3.0%	3.1%	3.2%		Last Scottish average	5.6%		5.3%	6.0%	5	
Cost/Revenue Ratio - Housing Revenue Account (financing costs to net revenue stream)	8.8%	7.3%	7.2%	7.3%	7.5%		Remain in top quartile	16.6%		22.7%	20.7%	2	
Rent Loss due to Void (empty) Properties	0.94%	0.66%	1.02%	1.34%	0.82%			1.00%		1.23%	1.68%	6	
Council Tax Collected Within Year (as % of income due)	94.8%	96.2%	96.9%	95.9%	96.4%		Family group median	96.1%		96.4%	95.5%	11	
'Real' Cost of Council Tax Collection (per dwelling)	£4.95	£4.34	£5.77	£5.75	£5.60		Last Scottish average	£6.13		£7.50	£5.98	12	

4.3 Financial Sustainability



Here, mixed results are indicative of the substantial financial challenges facing the authority, however only 3 are red overall, while 7 are green. Satisfactory trends are seen in a third of indicators, while nearly half are unsatisfactory. More positives can be seen in relation to targets, with over half green. Benchmarks demonstrate that these challenges are felt widely, with two thirds of rankings in the top half of Councils, and less than a fifth in the bottom quartile. Only the new Reserves indicator is red on all factors, while 5 are green across all, covering Adult Care and Regulatory (EH & TS) costs and outturn expenditure. As stated, analysis uses the 'aim to minimise' assumption for all costs, and could be more representative if focussed on targeted investment in priority services. 5-year trend icons may be influenced by previous results not shown below. Further information in Guidance.

Overall Summary & Indicator Title	20/21	21/22	22/23	23/24	24/25	Trend	Current Target Basis	Target	Status	Family	Scotland	Rank	Quartile
✔ 'Real' Cost of Older People's Homecare (expenditure per hour, aged 65+)	£19.34	£19.48	£19.66	£17.20	£6.71	✔	Remain in top quartile	£27.23	✔	£26.14	£32.38	1	■■■■
✔ 'Real' Cost of Older People's Residential Care (expenditure per resident per week, aged 65+)	£1,023	£878	£625	£762	£397	✔	Last Scottish average	£737	✔	£633	£729	1	■■■■
❌ 'Real' Cost of Services for Care-experienced Children in Community Settings (per child per week)	£403	£459	£524	£567		❌	Last Scottish average	£462	❌	£497	£475	22	■■■■
⚠ 'Real' Cost of Services for Care-experienced Children in Residential Settings (per child per week)	£3,323	£5,549	£5,676	£4,760		❌	Family group median	£4,248	⚠	£4,970	£5,282	10	■■■■
⚠ 'Real' Cost per Pre-school Education Registration	£11,577	£12,949	£14,136	£13,564	£12,722	❌	Last Scottish average	£12,128	✔	£11,695	£12,081	21	■■■■
⚠ 'Real' Cost per Primary School Pupil	£7,145	£7,779	£7,654	£8,139	£8,252	⚠	Last Scottish average	£7,513	⚠	£7,806	£7,622	24	■■■■
❌ 'Real' Cost per Secondary School Pupil	£10,268	£9,863	£9,985	£10,176	£10,057	❌	Last Scottish average	£9,336	⚠	£9,134	£9,363	25	■■■■
✔ 'Real' Cost of Refuse Collection (per premise)	£53	£59	£63	£60	£47	⚠	Annual improvement	£60	✔	£67	£78	5	■■■■
✔ 'Real' Cost of Refuse Disposal (per premise)	£129	£131	£118	£111	£104	✔	Annual improvement	£111	✔	£102	£105	15	■■■■
⚠ 'Real' Cost of Economic Development & Tourism (per 1,000 population)	£44,209	£87,047	£91,951	£69,491	£74,362	❌	Family group median	£64,975	⚠	£76,963	£138,157	4	■■■■
✔ 'Real' Cost of Environmental Health (per 1,000 population)	£16,001	£12,880	£12,825	£10,499	£10,420	✔	Last Scottish average	£16,083	✔	£10,850	£14,549	5	■■■■
✔ 'Real' Cost of Trading Standards (per 1,000 population)	£2,217	£1,499	£1,926	£1,400	£2,610	✔	Remain in top quartile	£5,487	✔	£5,884	£7,231	1	■■■■
⚠ Cost of Support Services (as % of total General Fund expenditure)	5.7%	5.8%	5.2%	5.3%	5.1%	❌	Move into 3rd quartile	5.0%	✔	4.4%	4.0%	25	■■■■
⚠ Uncommitted General Fund Balance (as % of budgeted net revenue)	4.8%	4.3%	2.2%	2.0%	2.0%	❌	Last Scottish average	2.3%	⚠	1.8%	1.9%	13	■■■■
⚠ Useable Reserves (as % of budgeted net revenue)	24.8%	27.0%	22.5%	22.4%	23.3%	⚠	Last Scottish average	23.7%	✔	20.3%	19.3%	12	■■■■
❌ Reliance on reserves to balance budget (as % of net revenue expenditure on a funding basis)			3.0%	2.4%	5.2%	❌	Last Scottish average	1.4%	❌	0.9%	1.0%	30	■■■■
✔ Outturn Expenditure (actual as % of budgeted)	93.1%	93.0%	96.5%	98.3%	102.2%	✔	Last Scottish average	99.6%	✔	100.0%	100.4%	4	■■■■

