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**Report to Scrutiny Committee**

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**Date: 3 December 2009**

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**Subject: Key Performance Indicators 2009/10: Half Year Report**

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**Report by: Head of Business Improvement & Technology Services**

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**1.0 Purpose**

- 1.1. This report provides Scrutiny Committee with an update on Key Performance Indicators 2009/10 at the half year point.
- 1.2. The report is consistent with the arrangements set out to Scrutiny Committee dated 25 June 2009 entitled Performance Reporting and Monitoring Process.
- 1.3. The report contains a progress report relating to the Council risk register.

**2.0 Recommendations**


- 2.1. Scrutiny Committee is asked to:
  - note performance achieved against Key Performance Indicators from 1 April 2009 to 30 September 2009; and
  - note progress in mitigating risks on the Council Risk Register over the period 1 April 2009 to 30 September 2009.

**3.0 Considerations**


- 3.1. On 22 July 2009 Scrutiny Committee noted a paper dated 25 June 2009, entitled Performance Reporting & Monitoring Process (together with responsibilities). The paper stated that Scrutiny Committee would receive a progress report on Key Performance Indicators and Risks at six month intervals. This report is the half year report for 2009/10.
- 3.2. In measuring outcomes there is often a considerable time lag between action and effect, in some cases years. The indicators in Appendix A therefore should give, in the interim, a sense of direction of travel


against Council priority outcomes. By monitoring these *leading* operational indicators regularly, our intention is that we increase the likelihood of ultimately achieving our priority outcomes.

- 3.3. Each measure in Appendix A is provided with an arrow symbol to indicate the trends.

 A red downward arrow signifies that the trend is negative (>- 5%),

 A green upward arrow signifies that the trend is positive (>+5%),

 A yellow arrow signifies that the trend is neither positive nor negative, and therefore that performance has remained static,

 A blue arrow signifies the ideal direction of trend.

- 3.4. It is worth noting that our performance management arrangements are in a transitional phase as we continue to move away from traditional Statutory Performance Indicators (where in the past we often performed favourably) to indicators that better reflect our local improvement narrative, focusing particularly on our Single Outcome Agreement and also on Best Value.

- 3.5. Our key improvement vehicle is the Clacks Improvement Model (CIM, formerly known as PSIF). At the heart of CIM is self assessment, whereby each service gets an in-depth understanding of its strengths and areas for improvement, particularly in the context of people development, customer service and performance management and improvement arrangements.

- 3.6. We have stepped up the CIM programme this year, moving from a 3-year rolling programme to covering all business units during 2009/10. This will mean that all services will have undertaken a self assessment by March 2010, providing valuable insight to our organisational strengths and areas for improvement.

- 3.7. As part of the CIM assessment, each service's performance indicators and performance management arrangements are being rigorously reviewed. By April 2010, supported by Business Improvement.

- core people, outcome, customer and efficiency indicators are being deployed to all services to monitor on a regular basis. Where available, comparative data will be in place for these indicators. Consistency of approach will ensure that all services are able to demonstrate Best Value.
- all service performance indicators are being reviewed to ensure effective alignment with Clackmannanshire's priority outcomes. Where available, comparative data are being put in place for these

indicators. Consistency of approach will ensure that services can effectively and transparently articulate their improvement narrative in the context of Clackmannanshire's priority outcomes.

- 3.8. From April 2010, a new web-based performance management system will be introduced that will enable more effective and efficient performance management monitoring and reporting. Amongst numerous other advances in our capability, the system will link all performance indicators to enable a clear line of sight between service contribution and the delivery of priority outcomes.
- 3.9. This report also contains a progress update on the Council Risk Register (see Appendix B). These are high-level risks that may inhibit the Council in delivering its objectives efficiently and effectively, and as such should be monitored in conjunction with progress against performance.

#### **4.0 Sustainability Implications**

- 4.1. There are no significant sustainability implications arising directly from this report.

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

- 5.2. There are no significant financial implications arising directly from this report.

- 5.3. 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

##### *5.4. Staffing*

- 5.5. There are no significant staffing implications arising directly from this report.

#### **6.0 Declarations**

- 6.1. Is this report exempt?

- 6.2. 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 2008 - 2011 (Please tick )

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

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

Our communities are safer

Vulnerable people and families are supported

Substance misuse and its effects are reduced

Health is improving and health inequalities are reducing

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

### (2) Council Policies (Please detail)

## 8.0 Equalities Impact

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

Yes  No  Not required

## 9.0 Legality

9.1 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: Key performance indicators from 1 April 2009 to 30 September 2009.

Appendix B: Council risk register progress 1 April - 30 September 2009

## 11.0 Background Papers

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

Yes  (please list the documents below) No

**Author(s)**

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**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Angela Leitch	Chief Executive	Angela Leitch (signed)
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**APPENDIX A: KEY PERFORMANCE INDICATORS FROM 1 APRIL 2009  
TO 30 SEPTEMBER 2009**

**The area has a positive image and attracts people and  
businesses**

**Why is This Important?**

A vibrant local economy is important to achieving a good quality of life. A skilled workforce, good levels of inward investment and a supportive infrastructure is essential for economic success.

**How are we Doing?**

There were 150 press releases made during the first half of 2009/10. This is similar to the same period last year which was 154.

The percentage of press enquires completed within deadline stands at 98%. Performance is similar to 2008/09 which was 99%. The target is 100%.

There is an unfavourable trend in the number of Business Gateway start-ups and business interactions between the Business Gateway and businesses. The decline in numbers is a result of the economic downturn.







There have been 7 council run business training events undertaken during the first six months of 2009/10. The target is 4 for this year.




















The percentage of buildings warrant applications responded to within 15 days stands at 85% and has dipped slightly during the last 6 months on the back of significant projects being completed. Performance is favourable with the same point in 2008/09 which was 79%.

The percentage of planning applications were dealt with within the target time of 2 months was 95%, which is favourable when compared with the 2008/09 figure of 89.6%.

This year we are base-lining the supply of affordable housing against demand. As at October 2009 the percentage stands at 27.6%. In 2009/10 55 new affordable housing units are being developed helping to improve the position.

In total 35 affordable housing units were built during the first half of 2009/10. This compares favourably with the same period last year when 26 housing units were built. The target for 2009/10 is 80 units. Ochil View Housing Association look likely to achieve both its unit target output and expenditure output for 2009/10. This includes an enhanced allocation of £4.5m.

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
NUMBER OF PRESS RELEASES	Apr - Oct 09	150	154			
% OF PRESS ENQUIRIES COMPLETED WITHIN DEADLINE	Apr - Oct 09	98%	100%			

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
NUMBER OF BUSINESS GATEWAY START-UPS	Apr - Oct 09	56	100			
NUMBER OF BUSINESS INTERACTIONS	Apr - Oct 09	651	1108			
NO OF COUNCIL RUN BUSINESS TRAINING EVENTS	Apr - Oct 09	7	4			
% OF ENVIRONMENTAL SERVICES SERVICE REQUEST RESPONDED TO WITHIN TARGET TIME	Apr - Oct 09	95%	90%	New PI	New PI	
% OF BUILDING WARRANT APPLICATIONS RESPONDED TO WITHIN 15 DAYS	Apr - Oct 09	85%	90%			
NUMBER OF ALL PLANNING APPLICATIONS DEALT WITH WITHIN 2 MONTHS	Apr - Oct 09	95%	90%		New PI	
NUMBER OF AFFORDABLE HOUSING UNITS	Apr - Oct 09	39	80			
SUPPLY OF AFFORDABLE HOUSING AGAINST AFFORDABLE HOUSING NEEDS ASSESSMENT TARGET	Apr - Oct 09	27.6%	27.6%	New PI	New PI	

### Management Actions

- Press Enquires: Directors and Councillors are being advised that radio interviews should not be turned down - briefing should be sought if necessary. It is being communicated to officers that press requests are not FOI requests and we should always try to meet whatever deadline is set. Media training continues to be provided to relevant individuals.
- Training events: The Council will continue to roll out training events to help businesses during the current economic downturn.
- Building Warrants/Planning Applications: We are reviewing workloads following changes in activity relating to the building warrants and planning applications. We are continuing to improve the quality of service by reviewing service complaints, utilising forums and using the Clacks Improvement Model (CIM) to maintain and improve performance.
- Environmental Services response times: We are continuing to review key processes and procedures to ensure that we maintain statutory levels of performance.
- Supply of affordable housing: We are currently exploring using Council resources to increase the building of affordable new housing.
- Affordable housing units: The Council seek to continue this trend with a bid to use its own resources to construct 24 units in 2010/11. Bid result will known in December 2009.

## Our communities are more cohesive and inclusive

### Why is This Important?

A cohesive and inclusive community is an ideal where people feel they are valued and involved, and that they belong. A great deal of what we do is about strengthening communities, for example improving people's employment chances, promoting care of, and pride in, the local environment.

### How are we Doing?















Within Clackmannanshire 74% of dwellings meet the Scottish National Housing Standard ensuring that residents have modern, good quality, sustainable and affordable housing. The Council is well on its way to meeting the target to bring all HRA stock up to the Standard by 2015.

The average time taken to process new benefit claims was 31 days. This compared unfavourably with the same period last year which was 21 days.

The percentage of our buildings which are DDA compliant currently stands at 65%. This is a slight improvement on the 2008/09 figure which was 63.6%.

There were 101 money advice referrals made to the Council during the first half of 2009/10. This compares is similar with the same period last year when 105 money advice were made by the Council. Money advice referrals remain consistent with last years rate which operates at capacity for the team. Team note a trend in more complex cases being referred.

There were 44 welfare advice referrals made to the Council during the first half of 2009/10. This compares favourably with the same period last year when 88 welfare advice referrals were made to the Council.

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual Trend	Ideal trend
AVERAGE TIME TAKEN TO PROCESS NEW BENEFIT CLAIMS	Apr - Oct 09	31	24			
NUMBER OF MONEY ADVICE REFERRALS	Apr - Oct 09	101	101			
NUMBER OF WELFARE ADVICE REFERRALS	Apr - Oct 09	44	44			
% OF DWELLINGS MEETING SHQS	Apr - Oct 09	74%	85% by 2011			
% COUNCIL BUILDINGS ACCESSIBLE TO PEOPLE WITH DISABILITIES	Apr - Oct 09	65%	70%		Not available	

### Management Actions

- The percentage of our buildings which are DDA compliant: The asset management strategy and the roll out of the Facilities Management Service will increase the level of DDA compliant buildings.

- New benefit claims: Although performance is unfavourable compared to last year, this has been on the back of a 50% increase in benefit enquires over this period. Revenues and Benefits have made it this a priority. Early indications demonstrate that an improvement in performance can be expected by end of Quarter 3.

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

### Why is This Important?








Secondary school attainment levels locally compare favourably with comparator authorities.. There is also a higher proportion of residents with no qualifications and a lower proportion who have attained NVQ Level 4 or above (i.e. HND or above). Unemployment rates in Clackmannanshire are consistently higher than those for the Forth Valley area and for Scotland overall.

### How are we Doing?

HMIE completed and reported on the inspection of three establishments since the beginning of April 2009; they rated each of three schools on each of the same five quality indicators; 7 out of 15 ratings were very good, 7 were good and 1 was satisfactory. The average rating was 4.4 (Max score is 5).

There were 116,512 books issued by libraries during the first half of 2009/10. This is similar to the first half of 2008/09 which was 116,039. The figure for 2008/09 was 228,801. Sustained performance is encouraging given the downturn in library usage over the last few years.

The number of exclusions from all schools stands at 122 which is favourable when compared with the period between October 2008 and March 2009.

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
HMIE INSPECTION RATING	Apr - Oct 09	4.4	Baseline	New PI	New PI	
NUMBER OF ISSUES FROM LIBRARIES	Apr - Oct 09	116,512	420,000			
TOTAL NUMBER OF EXCLUSIONS (SECONDARY AND PRIMARY SCHOOLS)	Apr - Oct 09	122	N/A			

### Management Actions

- HMIE Inspections: Quality Improvement Officers carry out audits of schools using the How Good is Our School methodology. The findings are used as a basis for improving school performance. The outcomes of HMIE inspections are shared with all schools so that effective practice is shared.
- Number of issues from libraries: We will continue to promote the use of libraries by communities. This will include promotional material, reader groups and book clubs being expanded across the area and Polish

language books have been procured to reflect demand from that particular customer group.

- Exclusions: Discussions are held with schools on problematic exclusions or patterns of exclusions in order to identify with them ways in which exclusions can be reduced.

## Our communities are safer

### Why is This Important?

Clackmannanshire is generally a safe place, although crime and the fear of crime have been identified as issues of prime concern locally. Relative to Scotland as a whole, statistics indicate that Clackmannanshire is a safe place to live, however, it does have a higher incidence of crime than the rest of the Central Scotland Police Force area, and there is significant public concern about crime and general safety. In surveys, local residents identify tackling crime and the fear of crime as the single biggest priority for agencies locally.

### How are we Doing?

The percentage of street lighting repaired within target time was 93.4% a figure which is favourable when compared with the 2008/09 figure which was 92%.

The average number of hours worked per week on community service sessions is 2.4 hours which is similar to the 2008/09 figures of 2.5 hours.







The percentage of civic licences issued within 5 weeks remains high at almost 84% and continues to remain above the 80% target. The process includes consulting with Police and Disclosure Scotland ensuring appropriate checks are made. During this period we approved 124 licences

The total number of noise complaints received from Council tenants is 80. Performance is favourable when compared with the same period last year which was 122. Overall for 2008/09, 303 complaints were made, of which, 119 were made at night.

The total number of anti-social behaviour complaints was 249 during the first half of the year, this compares with the same period last year which was 162.

Six abandoned cars were removed by the Council during the first half of 2009/10, this compares with the same period last year, when 7 were removed. All were removed within the target time of 14 days.

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
% OF STREET LIGHTS REPAIRED WITHIN TARGET TIME	Apr - Oct 09	93.4%	92%	↑	↑	↑
COMMUNITY SERVICE. AVERAGE HOURS WORKED PER WEEK	Apr - Oct 09	2.4 hours	4.5 hours	→	↓	↑
% OF CIVIC LICENCES ISSUED WITHIN 5 WEEKS OF APPLICATION	Apr - Oct 09	83.8%	80%	↑	↑	↑
TOTAL NUMBER OF NOISE COMPLAINTS RECEIVED FROM COUNCIL TENANTS	Apr - Oct 09	80	303	↓	↓	↓
NUMBER OF ANTI SOCIAL BEHAVIOUR COMPLAINTS RECEIVED	Apr - Oct 09	249	162	↑	↑	↓

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
THE NUMBER OF ABANDONED VEHICLES REMOVED BY THE COUNCIL	Apr - Oct 09	6	0			
THE PERCENTAGE OF ABANDONED CARS REMOVED WITHIN 14 DAYS	Apr - Oct 09	100%	100%			

## Management Actions

- Street lights: On average, repairs are undertaken within the target time with management reviewing each repair job to ensure work is completed in an efficient manner.
- Community Service: Having recruited new staff, the service is planning to increase the number of group sessions to clients. This will help reduce the likelihood of repeat offending.
- Civic Licences: We are monitoring and reviewing performance on a regular basis. The service continues to seek methods to achieve a quicker turn around with statutory consultees such as the Police and Disclosure Scotland.
- Noise complaints: We are ensuring out of hours controllers deal with calls quickly and efficiently and that calls are prioritised on a call by call basis.
- Anti-social behaviour complaints: We continue to work in partnership with Central Scotland Police, Ochil View and Paragon Housing Associations, to address the issues of anti-social behaviour and provide advice and support.

## Vulnerable people and families are supported

### Why is This Important?

There are many vulnerable people living in our communities who need support to help them sustain a good quality of life and, as far as possible, live independently. Clackmannanshire also has an ageing population, with a projected increase of 46% in over 75s and 31% in over 60s by 2018. This will have an impact on future housing and support needs.

### How are we Doing?

Demand on all forms of Social Services provision (particularly children at risk, criminal justice social work, and care of older people) continues to grow for a variety of reasons. These include greater awareness of child protection issues (in part fuelled by the Baby P and Dundee cases), greater impetus on community as opposed to prison sentences, and the demographic growth in the older people's population.













Of all council lets 89% were made to applicants in need in the first half of the year. These applicants include applicants who are homeless or have no secure accommodation, applicants with a medical need and applicants who are living in overcrowded accommodation.

The Council let 47% of all lets in 2008/09 to priority homeless applicants which is just above the benchmarking average of 46% (comparison with 24 other Local Authorities). The level of lets to priority homeless so far this financial year is 40.5%. There are 1757 applicants on the housing waiting list of which 184 are priority homeless applicants. 186 properties became available for let during the first 6 months of this financial year. This highlights the significant proportion of applicants on the list whose needs and aspirations cannot be currently met due to the lack of supply of available affordable housing.

The average time to complete a homelessness assessment has fallen from 26.4 days to 24.4 days since October 2008. The target is 26 days.

The proportion of children seen by a supervising officer within 15 days for the first half of 2009/10 was 100%. This figure is favourable with the 2008/09 figure which was 64%.

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
% OF SOCIAL SERVICES ASSESSMENT TARGETS MET	Apr - Oct 09	55%	80%	New PI	New PI	↑
% OF SOCIAL SERVICE TARGETS FOR SERVICE DELIVERY MET	Apr - Oct 09	57%	70%	New PI	New PI	↑
% OF SOCIAL SERVICES REPORTS WITHIN TIMESCALE	Apr - Oct 09	37%	75%	New PI	New PI	↑
% OF APPLICANTS IN NEED (BAND 2 AND 3) HOUSED	Apr - Oct 09	88.9%	88%	New PI	New PI	↑

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
% LETS TO PRIORITY HOMELESS APPLICANTS	Apr - Oct 09	40.5%	52%			
HOMELESSNESS AVERAGE TIME TO COMPLETE AN ASSESSMENT	Apr - Oct 09	24.4 days	26 days			
PROPORTION OF CHILDREN SEEN BY A SUPERVISING OFFICER WITHIN 15 DAYS OF A SUPERVISION REQUIREMENT BEING MADE	Apr - Oct 09	100%	100%			
AVERAGE NUMBER OF MOVES EXPERIENCED BY LOOKED AFTER AND ACCOMMODATED CHILDREN IN THE YEAR	Apr - Oct 09	1	2			

## Management Actions

- **Social Services:** Against that backdrop of the issues set out above, we are working extremely hard to raise the outturn of assessments and service delivery to the targets set.
- **Evaluation of residential and day services:** We continue to implement improvement actions following on from our self-evaluation.
- **Homelessness:** We have a statutory duty to give reasonable preference to all categories of applicant and the Housing Service continues to regularly monitor the outcomes of the Allocations Policy. With growing demand (increasing numbers of vulnerable applicants with a range of housing needs, the requirements to address wider council responsibilities e.g. corporate parenting), and a residual housing stock, managing demand and customer expectations remains challenging and resource intensive. The Joint Homeless Partnership has a full action plan and is in the process of rewriting the Joint Homeless Strategy for 2010/11 to 2015/16.

## **Substance misuse and its effects are reduced**

### **Why is This Important?**

The challenges of alcohol and drug abuse in Scotland are mirrored in Clackmannanshire. Our community planning partnership has agreed that tackling substance misuse is important, with tackling alcohol having a very high priority.

No indicators are collected in this area on a six month basis

## Health is improving and health inequalities are reducing

### Why is This Important?

Although the County still has a poorer record in a number of areas, such as smoking, coronary heart disease and some cancers health is improving in Clackmannanshire. Overall life expectancy at birth is lower in Clackmannanshire than the Forth Valley and Scotland generally.

### How are we Doing?

The percentage uptake of school meals stands at 36%. Our target this year is to encourage further take up of school meals by making this an attractive option for our young people.

Food hygiene inspections remain favourable with 100% of inspections completed on time compared with 95% for 2008/09.

The number of smoking inspections undertaken at business premises was 81 for the period up to October 2009. This compares favourably with the figure for the whole of 2008/09 which was 80.

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
SCHOOL MEAL UPTAKE (PAID AND UNPAID) BY SCHOOL PUPILS	Apr - Oct 09	36.5%	30%	New indicator	New indicator	↑
% OF FOOD HYGIENE INSPECTIONS IN PREMISES, WITH AN INSPECTION INTERVAL OF 12, MONTHS WHICH WERE INSPECTED ON TIME.	Apr - Oct 09	100%	100%	↑	↑	↑
PREVENTATIVE SMOKING INSPECTIONS UNDERTAKEN	Apr - Oct 09	81	81 (6 month)	↓	→	↑

### Management Actions

- Uptake of school meals: We are using promotional material within schools to increase meal uptake by school children and continue to review menus to make meals a more attractive option.
- Hygiene inspections: We are continuing to evaluate our processes and procedures to ensure that performance remains at 100%.
- Smoking inspections: We are reviewing key processes and procedures to ensure that we meet statutory requirements as well as ensuring our risk assessments are up to date so we can target the right businesses.

## The environment is protected and enhanced for all

### Why is This Important?

Clackmannanshire enjoys an enviable natural environment and a rich built heritage. It has a scenic and varied natural heritage, with a landscape ranging from the uplands of the Ochil Hills to the flat, coastal landscape of the Forth estuary and a diverse range of flora and fauna. The built heritage is exceptional for an area of such size and contributes to Clackmannanshire's special identity. We recognise our key role in ensuring our environment is protected and enhanced for the enjoyment of this and future generations.

### How are we Doing?

- The Council used over 3.8m KWh's of electricity during the first 6 months of 2009/1010 which compares unfavourably with the same period last year which was 3.6m KWh's.
- The Council used 4.4m KWh's of gas during the first 6 months of 2009/10 which compares favourably with the same period last year which was 6.4m KWh's.
- The Council used 52,994m<sup>3</sup> of water during the first 6 months of 2009/10 which compares unfavourably with the same period last year which was 49,287 m<sup>3</sup>.
- It must be noted that these figures are slightly distorted because of the new schools, loss of buildings etc and do not provide a like for like comparison with previous years.
- The amount of waste recycled is 49.9% this is favourable when compared with the same period last year which was 46.3%. April - September figures are always higher than the October - March figures.

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
COUNCIL ELECTRICITY UTILITY CONSUMPTION	Apr - Oct 09	3.8m KWh's	8.1m KWh's	↑	↓	↓
COUNCIL GAS UTILITY CONSUMPTION	Apr - Oct 09	4.4m KWh's	19.6m KWh's	↓	↓	↓
COUNCIL WATER UTILITY CONSUMPTION	Apr - Oct 09	52,994 m <sup>3</sup>	91,000 m <sup>3</sup>	↑	↓	↓
% OF WASTE RECYCLED	Apr - Oct 09	49.9%	40%	↑	↑	↑

### Management Actions

- Energy usage: Reduced utility usage through promotional activity and deployment of the Carbon Strategy. The new Facilities Management Service and continued deployment of the Asset Management Strategy will continue to realise improvements.
- Percentage of waste recycled: We collect waste every week having alternating weekly collections of recyclable waste and residual waste. We provide advice and guidance to businesses and householders

within Clackmannanshire to reduce waste and are well on our way towards the 2013 target of 50% recycling.

## **The Council is effective efficient and recognised for excellence**

### **Why is This Important?**

The public sector generally is facing pressure to provide more and better services with fewer resources, and Clackmannanshire Council is no different. By working more effectively and efficiently as an organisation, and in partnership with others, we will aim to get the best value for money and achieve the best outcomes for the people of Clackmannanshire.

### **How are we Doing?**

174 hours of work time was lost across the Council as a result of unplanned incidents on central IT Servers. This remains favourable when compared with the year end target of 1000 hours and represents a continuing positive trend, making a significant contribution towards organisational efficiency.

Council tax collection remains on target to reach the target of 93.5% and compares well with the same period last year, which was 50.9%.

Sickness absence continues on a favourable trend when compared with the target of 4.8% and performance for 2008/09, which was 5.1%.

For the first half of 2009/10, rent arrears performance remains on track to reach the end of year target of 6.1% or less.

Rent loss due to unoccupied dwellings is favourable against a target of <1.2% for the year. Maintaining this level of excellent performance on relets continues to present challenges. The number of voids has increased this year compared with the same period last year. There has also been an increase in properties in less popular areas becoming available and many are in a poor condition when they become vacant. The teams have put in additional effort to try to maintain high standards of performance.

Actual budget variance across the Council at September 2009 was an underspend of £543k. The equivalent figure for September 2008 was £799k. Budget variance is the difference between planned and actual spend. Due to known commitments throughout the financial year, the current projected outturn remains predicted as an overspend, although management actions are in place to return this to a balanced position.

Achieving consistently positive Care Commission evaluation scores provides an indication of the quality of social care provision in terms of those services externally inspected by the Commission. Services are graded on a 6 point scale. We would aim to maximise the number of evaluations in the two highest categories, and would be concerned at any ratings in the lower three categories.

Performance Indicator	Time Period	Value	Target	6 Month Trend	Annual trend	Ideal trend
POTENTIAL AVAILABLE HOURS LOST DUE TO UNPLANNED INCIDENTS ON THE CITRIX SERVER	Apr - Oct 09	174	1000	↓	↓	↓
% OF COUNCIL TAX INCOME FOR YEAR COLLECTED IN YEAR	Apr - Oct 09	50.77%	93.5%	N/A	→	↑
STAFF SICKNESS ABSENCE %	Apr - Oct 09	4.1%	4.8%	↓	↓	↓
% RENT LOSS DUE TO UNOCCUPIED DWELLINGS	Apr - Oct 09	1.07%	1.2%	↓	↓	↓
CURRENT TENANT RENT ARREARS % OF THE NET AMOUNT DUE	Apr - Oct 09	6.12%	6.1%	↓	↓	↓
ACTUAL BUDGET VARIANCE	Apr - Oct 09	£543k underspend	+/- 5%	N/A	N/A	↓
CUSTOMER SATISFACTION OF THE QUALITY OF SERVICE DELIVERED WITH: <ul style="list-style-type: none"> <li>CONTACT CENTRE</li> <li>CAPS</li> </ul>	Apr - Oct 09	93% 99%	Maintain Maintain	↑	↑	↑
ACHIEVE AND MAINTAIN LEVEL OF CARE COMMISSION EVALUATION SCORES IN SOCIAL SERVICES RESIDENTIAL AND DAY SERVICES -	Apr - Oct 09	20	36	New PI	New PI	↑

## Management Actions

- Available hours lost on the Citrix Server: We are proactively maintaining the system servers to ensure performance remains favourable.
- Council Tax: We will keep the Council Tax recovery programme for 2009/2010 up to date so that the service has accurate information in place to make the right intervention decisions.
- Staff Sickness: There are a range of management actions in place to maintain a focus on absence management including regular monitoring, more rigorous occupational health referrals, management of long term absences, positive health promotions, and promotion/reminders of basic hygiene to prevent spread of viral infections. The Attendance Management Group continues to monitor levels/ reasons by services, and to share and encourage promotion of good practice.
- Rent Loss: Housing Services are continuing to monitor rent lost due to unoccupied dwellings to ensure early identification of potential problems and implementation of measures to address these are deployed.
- Tenant arrears: Housing Services will continue to bear down on rent arrears and voids. The team continues to implement the actions in the

improvement plan. One of the priority actions is to make contact with tenants who pay in arrears to arrange for them to pay in advance, in accordance with their tenancy agreement. This has had a positive impact on the total arrears figure.

- Actual budget variance: We will continue to ensure monthly budget meeting occur with budget holders and maximise the benefit from forecasting and the phasing of budgets.



## APPENDIX B: COUNCIL RISK REGISTER PROGRESS APRIL - SEPTEMBER 2009.

RISK	LEAD OFFICER	PROGRESS
THE COUNCIL DOES NOT SYSTEMATICALLY SET AND COMMUNICATE A CLEAR DIRECTION OR CULTURE	CX	<p>Since the identification of this risk we have developed and deployed a council communication plan. As part of this we have introduced a system of cascade briefings to ensure key messages and communications reach all staff systematically. The Communication Service are developing the intranet to further aid efficient communication. We have introduced a revised Performance Review and Development process to more effectively deploy priorities and key objectives to staff. Combined with this is the introduction of a competency framework that will improve behaviours in relation to communication.</p> <p>The recent set up of the 10 development groups has improved cross service communication and provides a clear direction to the organisation through the various strategies deployed. These include Finance, ICT and People strategies, due to be presented to Council for approval on 17 December 2009.</p> <p>The current review of budgets is ensuring a focus is on priorities and therefore what is important to the organisation.</p>
THE COUNCIL DOES NOT MANAGE ITS RESOURCES (BUILDINGS/STAFF AND RESOURCES) EFFECTIVELY. +	DIR D&E & CX	<p>Deployment of the competency framework across the organisation ensures managers and staff have the right skills in place to manage resources effectively. This will be supported by the Finance, ICT and People strategies which are due to be presented to council for approval on 17 December 2009 to embed this across the council.</p> <p>Our approach to property asset management is being developed through the Asset Management Plan which focuses on the period 2010 - 2015. We have also developed an action plan to dispose of surplus assets reducing our liability thus freeing resources for use in other priority areas. This has been assisted by the CSBP Clacks Dev Ltd being signed off by Directors Group on 28 Oct 2009. To enable more effective and efficient deployment of the Asset Management Plan, we have created a Facilities Management service which will enable the organisation to manage its assets holistically.</p>
INDUSTRIAL UNREST OCCURS AS A RESULT OF NEGOTIATIONS ON SALARIES OR TERMS AND CONDITIONS	CX	<p>Following the identification of this risk, Single Status FAQs have been regularly updated on COIN. The Chief Executive continues to provide regular and direct communication via Grapevine and COIN. In addition she has regular and direct consultation with the unions. We have completed an equalities impact assessment to ensure that changes to terms and conditions and salaries comply with the law. We have rolled out a series of briefing sessions with managers to ensure that a consistent message is communicated to staff.</p>
THE COUNCIL DOES NOT DEVELOP STAFF AND SKILL SETS TO FILL CURRENT AND CHANGING ROLES IN THE FUTURE.	CX	<p>This is being addressed through the implementation of a competency framework and a leadership development programme. Learning and Development is linked to the competency framework, which overall will ensure that we have the right people with the right skills to take the organisation forward. The deployment of the Admin review will ensure that key business support skills sets needed by the organisation going forward are available.</p>

RISK	LEAD OFFICER	PROGRESS
THE COUNCIL DOES NOT EFFECTIVELY PLAN FOR FUTURE CUSTOMER NEEDS AND EXPECTATIONS.	CX	This is being addressed through the update of the customer services strategy and Phase 2 of Customer First. This is further reinforced through the roll out of Clackmannanshire Improvement Model, which will see 28 business units achieves Customer Service Excellence accreditation and action plans coming out of the Clackmannanshire Alliance following Clacks 1000 surveys in conjunction with the Directors' Group looking at impact demographics trends are likely to have upon the organisation.
SHARING INFORMATION INEFFECTIVELY WITH PARTNERS AND SERVICES	DIR S2P	This risk is being managed through a review of Forth Valley information sharing. With the Council increasingly required to share data with external partners we are working with other stakeholders to ensure that Data Sharing Protocols are agreed and complied with. S2P are regularly reviewing shared information looking at cases and the systems used to monitor progress. We are currently going through a follow up inspection and are being externally audited by HMIE who will look at our information sharing protocols. Our provision for IT support for information sharing will be enhanced through the ICT strategy due to be approved by Council on December 17th.
KEY RISKS ARE NOT MANAGED AND MITIGATED AT AN OPERATIONAL OR SERVICE LEVEL	CX	A revised risk management policy and strategy will be presented to Council for approval on 17 December 2009. This is supported by the competency framework which includes risk management as a key role for managers. Quarterly risk updates are presented by Heads of Service at CMT, and the corporate risk log is reviewed 1/4ly by the Directors' Group and presented to Scrutiny Committee twice a year.
THE COUNCIL IS NOT ABLE TO DEMONSTRATE THE QUALITY, EFFECTIVENESS OR COST OF ITS SERVICES OVERALL	CX	Although we have well established performance management arrangements, we know through our self assessment processes that we need to develop a wider scope and better balance of indicators that will enable this, particularly in relation to customer service and efficiency. As part of the Clacks Improvement Model we will be deploying core People, Efficiency and Customer Service indicators to all services. In addition, we will be reviewing all service Key Performance Indicators to ensure they are more fully aligned with our priority outcomes. We have revised our Performance Reporting and Monitoring arrangements to ensure greater clarity and to enable us to articulate our performance improvement narrative more clearly. This includes clearer Public Performance Reporting arrangements. We are currently jointly procuring a web based performance management system with Fife and Stirling councils. This will this will enhance our capability to manage and communicate performance.
PROLONGED RECESSION	DIR D&E	The revised local plan has been approved by Council. In addition, we are withdrawing from VFL to retain accrued funds for a focused approach to economic development. We are also transferring land to council use for economic development purposes. The Council has approval of its largest development application in the area's history (Forestmill). The Council has also attracted substantial grant funding to help regenerate Alloa Town Centre. There has been

RISK	LEAD OFFICER	PROGRESS
		<p>an approval of new housing investment opportunities through reviewed Local Plan Housing Land Supply and the Council withdrawal of undeveloped land from Property JVC is stimulating speculative developments. The Council has also marketed Units and land at Dumyat Business Park and is reviewing surplus Council property assets to promote development/investment opportunities (eg, College). The Council has withdrawn essentially dormant business development funds from VFL for local investment.</p>
THE COUNCIL LACK THE FACILITIES TO DELIVER ADULT CARE	DIR S2P	<p>We continue to maintain current levels of in-house and external adult care provision. We are exploring the procurement of new telecare equipment by the MECS Service who provide a service to 1300 users. This is due to be presented to Council on 17 December. We are exploring additional home provision for adults with specialist needs. We are negotiating with housing associations to convert existing accommodation for older people.</p>
THE COUNCIL WILL LACK THE ABILITY TO PREVENT THE SERIOUS HARM OF CHILD(REN) UNDER COUNCIL CARE	DIR S2P	<p>There is a running programme of file audits undertaken by the child protection quality improvement manager which is supported by external auditing undertaken by HMIE. Child Care has also filled its vacant posts and has appointed a GIRFEC co-ordinator this year in order to address this risk. A GIRFEC Training Programme is being rolled out across the organisation and will support the Corporate Parenting Initiative.</p>
CURRENT EDUCATION MODEL IS UNABLE TO DELIVER CURRICULUM FOR EXCELLENCE AND GETTING IT RIGHT FOR EVERY CHILD	DIR S2P	<p>A Development Team has met between July and October and has considered alternative models for delivering S1 to S6 education. A GIRFEC Training Programme is being rolled out across the organisation and will support the Corporate Parenting Initiative.</p>
THE COUNCIL WILL OVERSPEND (>£0.5M) ITS BUDGET AS A RESULT OF AN INCREASE IN PRESSURE ON INDIVIDUAL SERVICES BUDGET	CX	<p>A guidance document has gone out to all budget holders in the current budget round. Training will be provided as part of the Competency Framework. The phasing of budgets is ongoing and is used to identify and iron out errors. Budgets are monitored on a monthly basis and now include forecasts to ensure we manage our budgets effectively. There is now line by line examination of budget setting to ensure adequate budgets are set. We have also looked at maximising our income generation with some services reviewing their charges to customers and the Council refining its recovery revenue processes on an ongoing basis.</p>
THE COUNCIL MAY LACK THE ABILITY TO MANAGE A FLU PANDEMIC	CX	<p>We have a robust pandemic flu plan which dovetails with major incident operational procedures &amp; business continuity plans. This has also been achieved in collaboration with the various member agencies of Central Scotland Strategic Co-ordinating Group, ensuring processes and procedures are mirrored across Forth Valley. We took an active part in the short term working group looking at interdependencies and mutual aid issues</p>

RISK	LEAD OFFICER	PROGRESS
		<p>between the 3 Forth Valley local authorities and NHS Forth valley. The organisations critical functions have been reviewed as part of this process.</p> <p>Since the start of the current pandemic flu outbreak, various briefings and workshops have been held to ensure all relevant staff are aware of their responsibilities and actions under the various plans.</p> <p>The Emergency Planning unit has worked with the Communications team to provide a suite of information packages on hygiene protocols. these are available in hardcopy from the EPU and electronically through COIN.</p>