

Local Government Benchmarking Framework















































2021/22 Annual Report

This report presents a summary of Clackmannanshire Council's performance in the 2021/22 Local Government Benchmarking Framework (LGBF). While this framework covers a range of Council services, a wide selection of other indicators are regularly reported through Directorate Business Plans and a range of other strategies and updates (<https://www.clacks.gov.uk/council/performance/>). An effective performance management framework focuses on the four key areas of: Trends; Targets; Comparisons; and Causes. In addition to comparisons with other authorities, therefore, this report also summarises the other factors to present a more holistic assessment. Though it could be argued that some elements of this analysis are overly strict or lenient, the aim has been for balance.

With wider national and global issues presenting an extremely challenging context, it is likely this will be felt more acutely in Clackmannanshire, due to high local levels of deprivation. The Covid pandemic, in particular, created a number of anomalies, both in relation to data (integrity issues around changing behaviours and methodologies), as well as actual performance levels in some areas. It is, therefore, important to bear in mind that though individual indicators may be imperfect and, as the label suggests, will only ever give an indication of performance, we must use all available evidence and informatics in order to effectively focus resources on key local priorities.

In fulfilment of our statutory duties to demonstrate continuous improvement and best value, it is also vital to understand the processes behind the data, taking into account local socio-demographic factors. While the framework has its limitations and 'league tables' can encourage undesirable behaviours, it is important to know how we are progressing in relation to others and the country as a whole. Every authority is unique but we must take what value we can from others' knowledge and experience, thus officers participate in a range of national forums, assessing where approaches can be adapted in order to improve outcomes in Clackmannanshire. The LGBF is co-ordinated and reported nationally by the Improvement Service (<https://www.improvementservice.org.uk/benchmarking/reports/>).

Guidance & Definitions

Overall Summary	An 'average' of the red/amber/green results for Trend, Status and Quartile, showing an overall summary of performance in the indicator. This gives equal weighting to all three factors, though some may be of greater importance in certain services/processes, as well as consideration being given to whether efficiency, effectiveness, satisfaction, or a balance of all three is the main priority in any particular function.	 Positive results  May require attention  Underperforming  Data not available																
Annual Values	The result achieved by Clackmannanshire Council in the year shown – usually 21/22, or if that is not yet available, 20/21. Financial values are 'real' costs, which cancel out inflation using Treasury Deflators.																	
Long Trend	Whether performance levels have improved, declined or remained static. It is unrealistic to expect improvement in all areas, and there are many interdependencies. Previously, trend summaries have focussed primarily on the most recent year, however, due to some pandemic-related anomalies, this now looks more widely at trends over five or more years.	<table border="0"> <tr> <td>Increase</td> <td>Decrease</td> <td>Static (within 5%)</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td>Favourable</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Borderline</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Unfavourable</td> </tr> </table>	Increase	Decrease	Static (within 5%)					Favourable				Borderline				Unfavourable
Increase	Decrease	Static (within 5%)																
			Favourable															
			Borderline															
			Unfavourable															
Target & Status	Local targets may reflect those set nationally, the Scottish or Family Group result, or quartile thresholds. Tolerances differentiate between those marginally missed and those that may require attention. Minimising costs is a broad financial sustainability goal, but there are minimum viable levels.	 Meeting target or within 5%  Target missed by 5-15%  Target missed by 15% or more																
Scotland & Family Groups	The overall or average figure across Scotland as a whole, and the median for groups of eight similar authorities. Family groups are based on deprivation (Social Work, Education & Housing) or population density (all other services – though national and local service groupings do not always directly align).																	
Rank & Quartile	Authorities' results are ranked best (1 st) to worst (32 nd) to support learning from strong performers. Rankings are grouped into four quartiles to provide a higher-level summary. If not all authorities report, quartiles are smaller (e.g. 6 do not report Housing due to differing arrangements).	<table border="0"> <tr> <td></td> <td>Top quartile</td> <td>1st to 8th place</td> </tr> <tr> <td></td> <td>Second quartile</td> <td>9th to 16th</td> </tr> <tr> <td></td> <td>Third quartile</td> <td>17th to 24th</td> </tr> <tr> <td></td> <td>Bottom quartile</td> <td>25th to 32nd</td> </tr> </table>		Top quartile	1 st to 8 th place		Second quartile	9 th to 16 th		Third quartile	17 th to 24 th		Bottom quartile	25 th to 32 nd				
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	Second quartile	9 th to 16 th																
	Third quartile	17 th to 24 th																
	Bottom quartile	25 th to 32 nd																
Causes & Comments	Management commentary should demonstrate our understanding of cause and effect in relation to performance, including details of initiatives that have been successful in delivering improvements, will deliver these in the near future, or remedial steps that have been taken to address poor performance.																	
Charts	The Clacks value is red ('Years', square markers), the target is a dotted green line (square markers), the family group median is lilac (round markers) and the Scottish average is blue (triangular markers).																	

Contents

High-level Summary & Analysis

Place Directorate	Environment Services
	Development Services
	Property Services
	Housing Services
People Directorate	Education Services
	Children's Social Work
Health & Social Care Partnership	Adult Social Work
Partnership & Performance Directorate	Finance & Revenues
	Legal & Governance
	HR & Workforce Development
	Partnership & Transformation

Performance Summary.....	2
Council Performance	3
Summary by Service Area	4
Waste Management.....	6
Lands Services	7
Roads & Transportation.....	8
Development Planning.....	10
Sustainability.....	11
Economic Development.....	11
Regulatory Services.....	14
Asset Management.....	14
Housing Management & Quality	15
Early Years	17
Primary Schools.....	18
Secondary Schools.....	19
All Schools	23
Leisure	26
Child Protection.....	27
Adult Care	29
Older People's Care.....	31
Accountancy	32
Revenues & Payments	34
Museums	35
Absence	36
Equalities	36

Performance Summary

Indicator Type	Overall Summary				
	Green	Amber	Red	Unknown	Total
Efficiency	17	12	7	1	37
Effectiveness	19	28	6	3	56
Satisfaction	2	3	6		11
Total	38	43	19	4	104

Indicator Type	Long Trend							Total
	Improving	Static	Static	Declining	Static	Declining	No Data	
Efficiency	16	1	4	2	2	11	1	37
Effectiveness	25	2	12	7		7	3	56
Satisfaction	1	1		1		8		11
Sub-total	42	4	16	10	2	26		
Total	Green: 46		Amber: 26		Red: 28		Blue: 4	104

Indicator Type	Target Status				Total
	Green	Amber	Red	No Target	
Efficiency	18	7	7	5	37
Effectiveness	31	11	10	4	56
Satisfaction	5	3	3		11
Total	54	21	20	9	104

Indicator Type	Ranking Quartile					Total
	Top	Second	Third	Bottom	No Rank	
Efficiency	14	9	7	6	1	37
Effectiveness	12	12	10	19	3	56
Satisfaction	1	2	2	6		11
Total	27	23	19	31	4	104

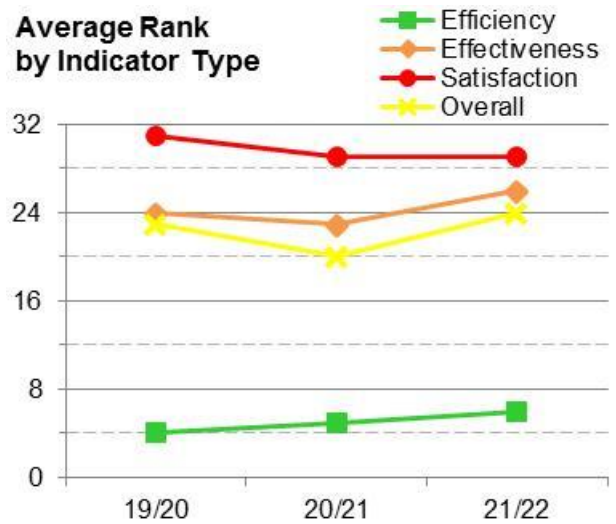
Council Performance

While there are many positives to report, there is now clear evidence of services struggling to manage performance levels. This relates, in part, to the challenging external environment and the authority's size. (Though specific years are stated, the three most recent results for each indicator have been assessed here.)

The aim is for average rankings to reduce over time and, although there has been a marginal improvement in satisfaction over the previous two reporting years (31st to 29th), this is mirrored in similar declines in both efficiency (4th to 6th) and effectiveness (24th to 26th). When viewed in isolation, our efficiency results are impressive, however, these may be directly linked to poorer satisfaction and effectiveness results, as well as the slight overall decline (23rd to 24th over two years).

For many years, a polarising effect has been evident in smaller authorities (with more top and bottom quartile rankings), though this now appears to be reducing in Clacks (with increasing numbers in the middle quartiles), so that there is now a broadly even distribution across all four. The most similar authorities (in our Family Group for both deprivation and population density) are West Lothian, Renfrewshire and South Lanarkshire. The chart below would, therefore, suggest that either results are not directly linked to rurality or socio-economic factors, or that there may be learning to be gained from consulting with these authorities.

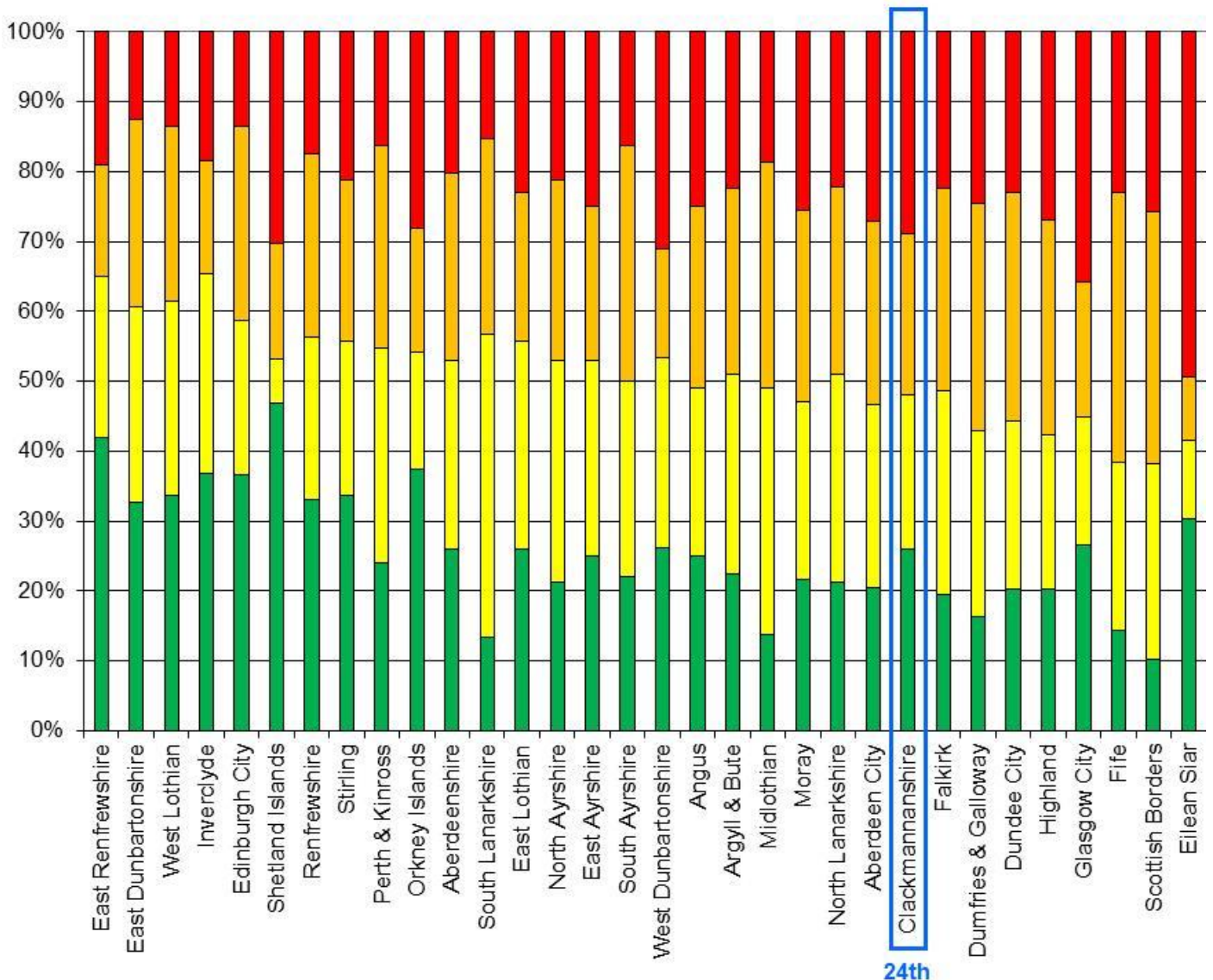
Average Rank by Indicator Type



Quartile Distribution of 2021/22 Rankings

(Councils are sorted by Average Ranking, best performing Councils on left)

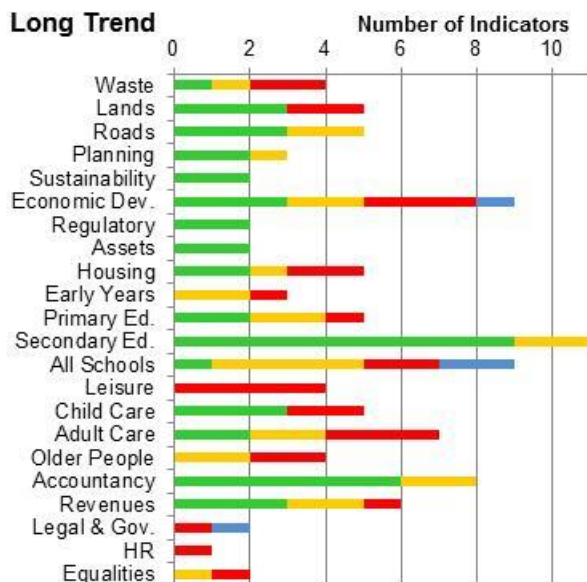
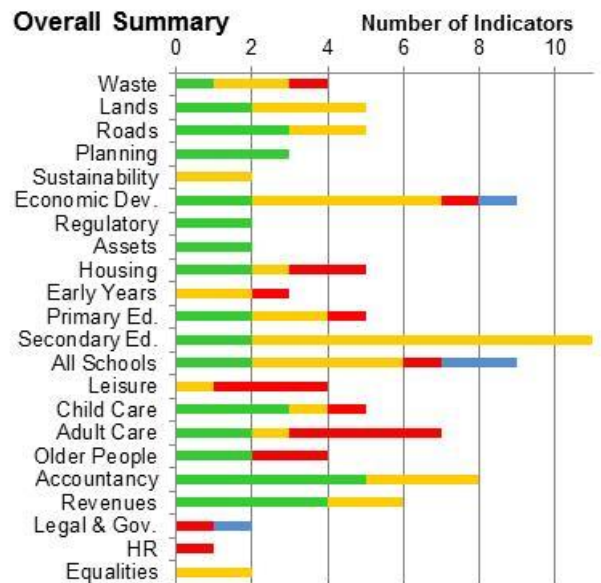
- Top Quartile
- 2nd Quartile
- 3rd Quartile
- Bottom Quartile



Summary by Service Area

There are many factors relevant to performance management and, when viewed in lower-level service areas, yet more complexities arise. It should be noted that the service groupings presented here are based on Clackmannanshire Council's local organisational structure, which do not align directly to the groupings used for national reporting, and that several key processes and service areas are not included. Another relevant consideration is the fact that not all groupings include a balance of efficiency, effectiveness and satisfaction measures.

Moreover, integrity concerns regarding the Scottish Household Survey satisfaction results have still not been addressed nationally. Pre-existing issues with low sample sizes, citizens being able to give views on services they do not use (such as Schools), and the use of a three-year average have now been compounded by methodological changes during the pandemic. Not only do these issues cast doubt over how representative or comparable results are, but an additional year's lag has also now been introduced, meaning that the most recent (20/21) figures presented here include perceptions dating back to 2018.

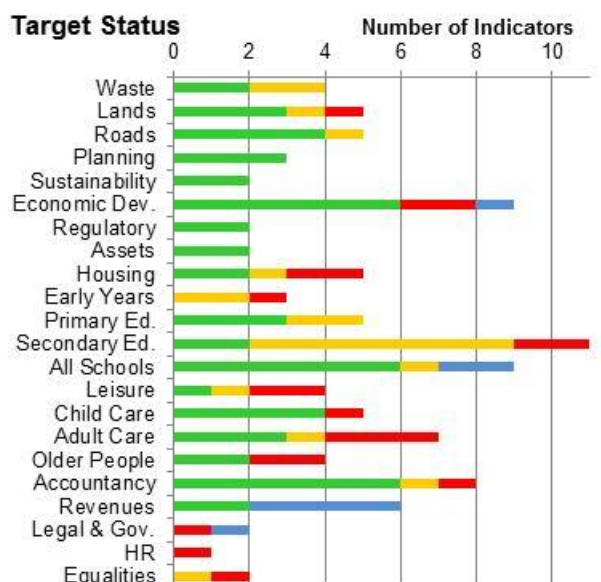


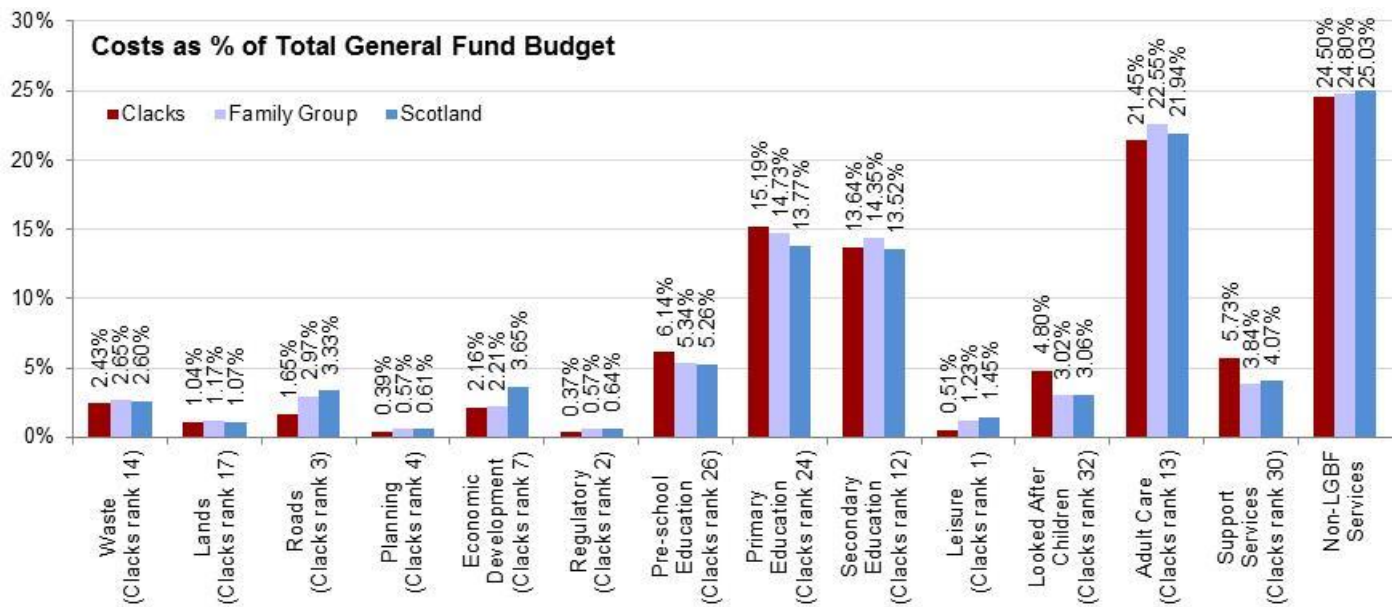
It cannot be denied that the public sector landscape has changed substantially since then and, with the discontinuation of the Clacks 1000 survey a number of years ago, there is now no consistent corporate approach to satisfaction measurement. Consultation is clearly still conducted in many service areas, however, there is no comprehensive assessment, and few results can be benchmarked, either internally or externally.

This represents a key issue being faced by all services with the financial climate having worsened substantially, even since the end of the 2021/22 financial year. The cancellation of the Clacks 1000 survey was, in itself, part of the drive for efficiency savings, contributing to an improving trend in the Support Services cost indicator (see Accountancy). Similarly, all services must now seriously consider the potential impact of further cuts, and the minimum cost threshold for individual processes and functions remaining sustainable. While partnership working across all sectors is a key organisational priority, this does not come without a range of operational, strategic and governance risks, which must also be closely monitored and managed.

Another vital consideration is the level of vulnerability and need within local communities and our ability to support individuals, families and businesses, particularly through the cost of living and energy crises. Though we may consider these factors more relevant to the People Directorate and Health & Social Care Partnership, they are also closely linked to Council Tax and Grant Payments (Accountancy & Revenues), Housing and Employability (within Economic Development), and all services must consider the potential impact of rising fees and charges. Preventative spend in areas such as Roads could also reduce the risk of damage and injury, and associated human and financial cost for both the individuals concerned and the authority. Therefore, while financials are stated as 'costs', rankings could equally be reversed if re-framed as 'investment'.

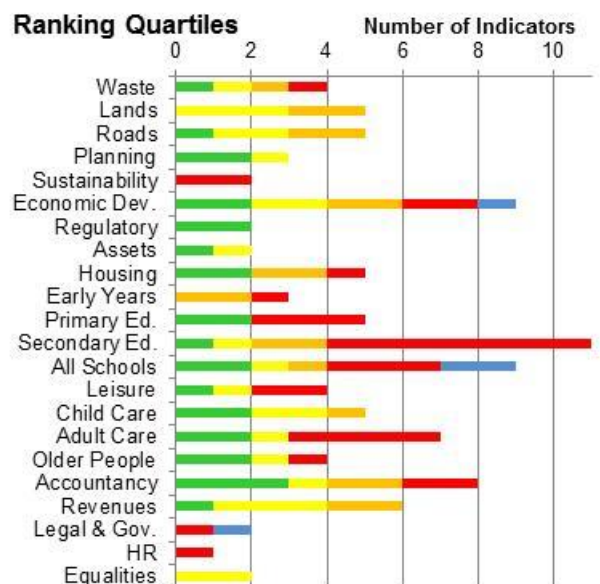
This range of issues goes some way to explain why there are more green results in relation to trends and targets, than for rankings and overall summaries. For example, while trends for Sustainability and Educational Attainment are generally positive, we must consider whether progress is keeping pace with other authorities, and lower rankings suggest that this may not be the case, moving these areas broadly to amber.



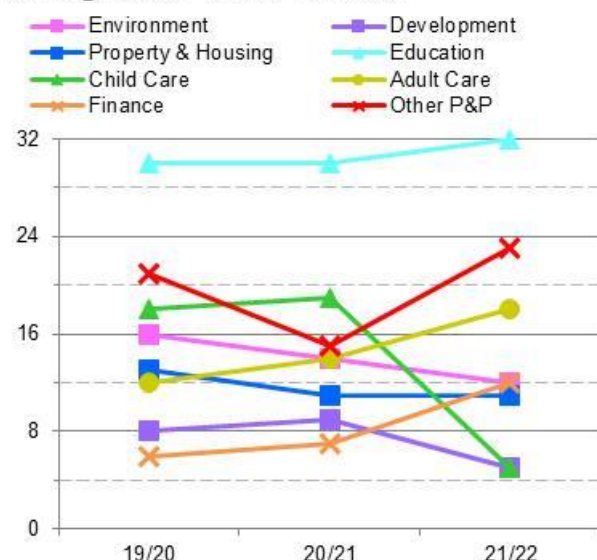


In addition to transactional 'cost per ...' indicators, framework financials are also analysed in more detail internally, with the above showing costs as a % of general fund. In this context, rankings represent a low (1st place) or high proportion of spend. Local proportions vary from the average in some areas, and managers and scrutiny bodies are asked to consider whether these deviations are appropriately aligned to local priorities and need (e.g. whether lower costs in Waste and Leisure are acceptable in light of declining recycling rates and satisfaction, respectively). Only by examining the implications of under- and over-investment, and prevention versus reaction, can we be fully aware of the potential for increasing vulnerability and moving costs from one department or public service to another, to the detriment of the individuals and groups concerned.

As has been said, there are many positives included in this report, however, the scope of the LGBF, and the time-lag in its annual publication (exacerbated by an even greater lag in some national data reporting) means it can only be considered one element in the Council's wider performance management framework. Both the Corporate Plan and Local Outcomes Improvement Plan are currently due for review, and LGBF results will be taken into account when assessing progress and defining future goals and priorities.



Average Rank - Wider Services



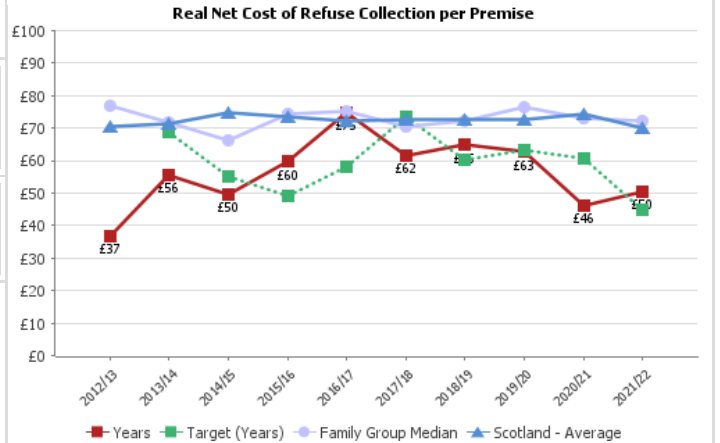
Many indicators detailed in this report are directly relevant to our broad and ambitious aims regarding inclusive growth and supporting businesses, jobs and employment in the area. Net zero goals are also represented, as are attainment, health & care, and some elements of poverty and equalities. The Council must, therefore, use these in conjunction with a range of other measures and information sources that provide a fuller picture of provision in individual services, as well as greater insight into family and community resilience and empowerment, particularly in relation to the transformational change programme.

A wide range of service-specific and corporate reports are published each year and presented on the Council's website (<https://www.clacks.gov.uk/council/performance/>). Further information and more detailed analysis of the LGBF or performance management in general is available from the Performance & Information Adviser within the Partnership & Performance Directorate. The Council remains committed to ensuring that decision-making and resource-allocation are based on robust evidence and analytics, good practice and strong partnerships focussed on improving local outcomes.

Cost of refuse collection per premise

	Clacks Value	Long Trend	Target	Status
21/22	£50	↓	£45	⚠️
Family Group	Scotland	Rank	Quartile	
£72	£70	3	🟢🟢🟢	

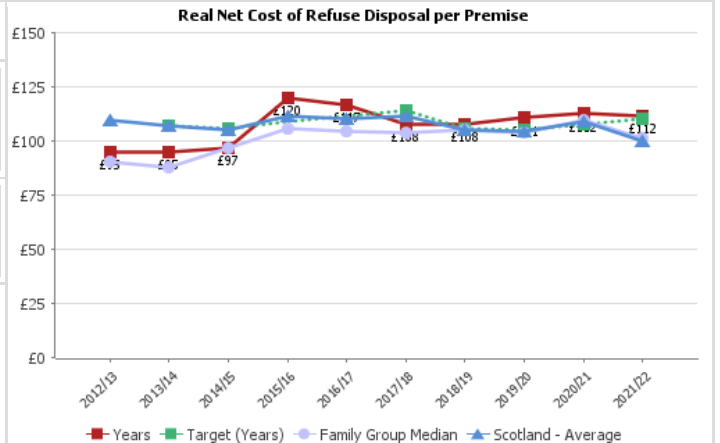
Cost per household remains below national average which highlights how efficient the waste service delivery model currently is. Continued low operating costs will be achieved via ongoing work towards Councils Net Zero targets, new target operating model & structural changes.



Cost of refuse disposal per premise

	Clacks Value	Long Trend	Target	Status
21/22	£112	↔️	£110	✅
Family Group	Scotland	Rank	Quartile	
£102	£100	21	🟡🟡🟢	

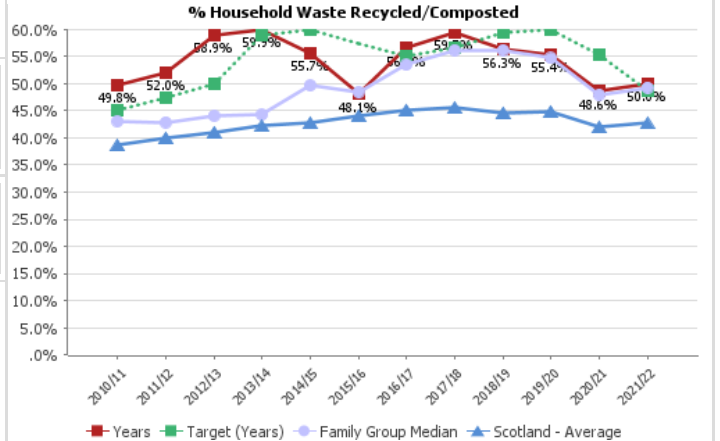
Costs held steady through increase in new build properties and significant drop in residual waste tonnage collected / deposited at Forthbank Recycling Centre of 690 tonnes, resulting in reduction in landfill tax of around £69,000. Net Zero targets, landfill ban and planned changes to collections next year should result in reduced tonnages to landfill.



Household waste composted or recycled

	Clacks Value	Long Trend	Target	Status
21/22	50.0%	↓	48.6%	✅
Family Group	Scotland	Rank	Quartile	
49.3%	42.7%	11	🟡🟡🟢	

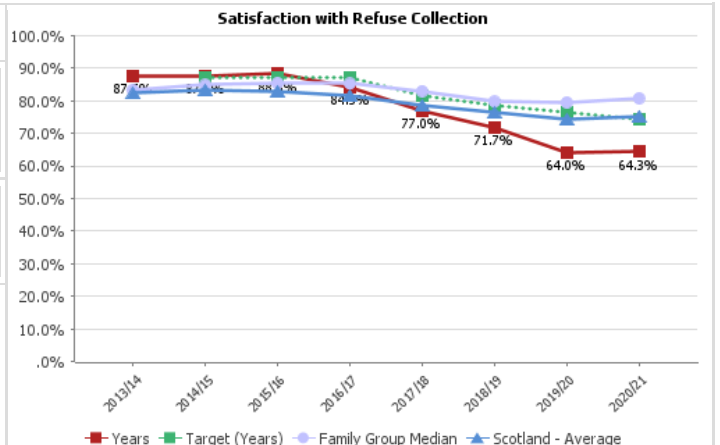
Council has exceeded the target and achieved 50% recycling rate. This places Clacks above the Scottish Authorities average of 42.7%. Improvements to the HWRC has led to an upturn in recycling tonnage, despite traffic returning towards pre-COVID levels.



Satisfaction with refuse collection (3 year avg.)

	Clacks Value	Long Trend	Target	Status
20/21	64.3%	↓	74.3%	⚠️
Family Group	Scotland	Rank	Quartile	
80.8%	75.3%	30	🔴🟡🟡	

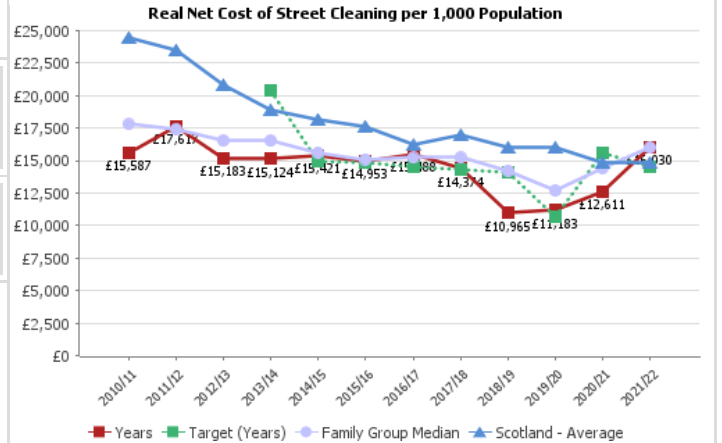
Methodological changes to the Scottish Household Survey mean 20/21 data was not comparable to previous - we have not been advised of national plans for future reporting.



Cost of street cleaning per 1,000 population

	Clacks Value	Long Trend	Target	Status
21/22	£16,030	↑	£14,478	⚠️
Family Group		Scotland	Rank	Quartile
£16,012		£14,848	22	🟡🟡🟡

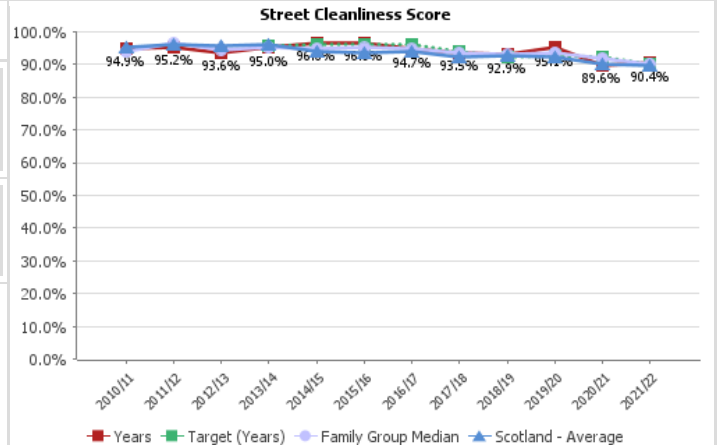
Increased due to backlog of work due to Covid-19, illicit dumping and house land clearances also impacted street cleaning teams.



Street cleanliness score (% 'acceptable')

	Clacks Value	Long Trend	Target	Status
21/22	90.4%	↔️	90.1%	✅
Family Group		Scotland	Rank	Quartile
90.1%		89.7%	14	🟡🟡🟡

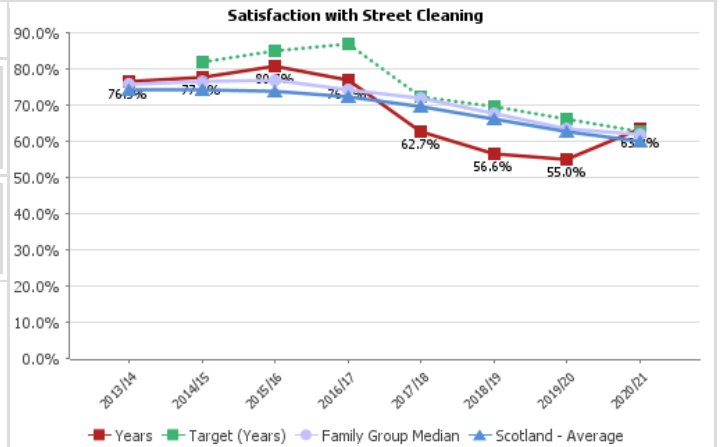
Despite challenges associated with Covid-19 cleanliness scores remain consistently high due to the routine cleanliness programmes and regimes in place.



Satisfaction with street cleaning (3 year average)

	Clacks Value	Long Trend	Target	Status
20/21	63.3%	↓	62.6%	✅
Family Group		Scotland	Rank	Quartile
61.8%		60.0%	17	🟡🟡🟡

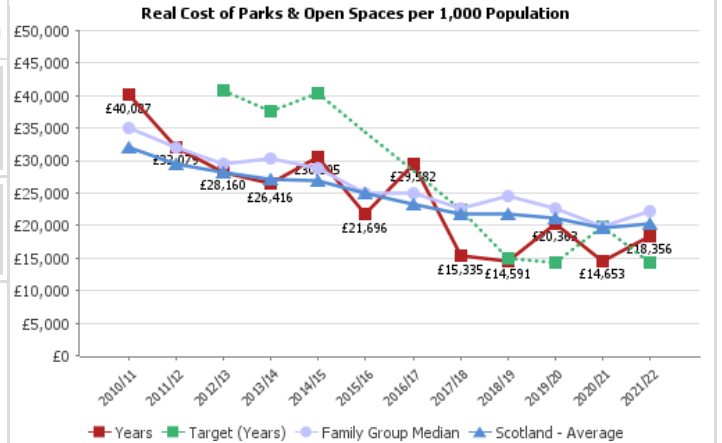
Methodological changes to the Scottish Household Survey mean 20/21 data was not comparable to previous - we have not been advised of national plans for future reporting.



Cost of parks & open spaces per 1,000 population

	Clacks Value	Long Trend	Target	Status
21/22	£18,356	↓	£14,258	⚠️
Family Group		Scotland	Rank	Quartile
£22,306		£20,298	15	🟡🟡🟡

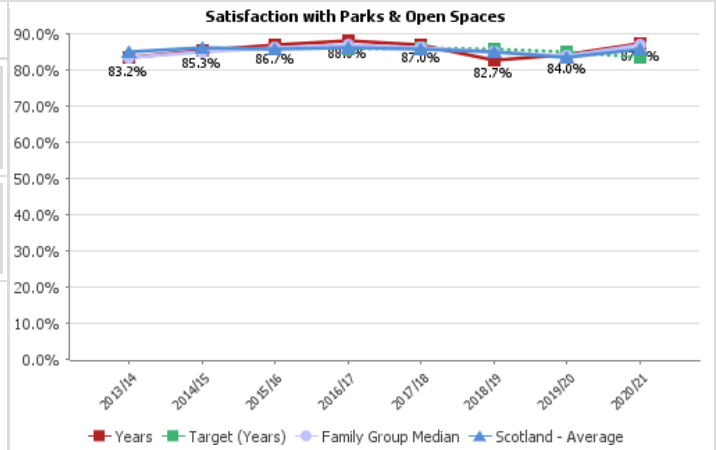
Value has increased from previous year and aligns with general trend of increased investment in playparks.



👍 Satisfaction with parks & open spaces (3 yr avg.)

	Clacks Value	Long Trend	Target	Status
20/21	87.4%	↔️	83.5%	✅
	Family Group	Scotland	Rank	Quartile
	86.7%	85.5%	15	🟡🟡🟡

Methodological changes to the Scottish Household Survey mean 20/21 data was not comparable to previous - we have not been advised of national plans for future reporting.



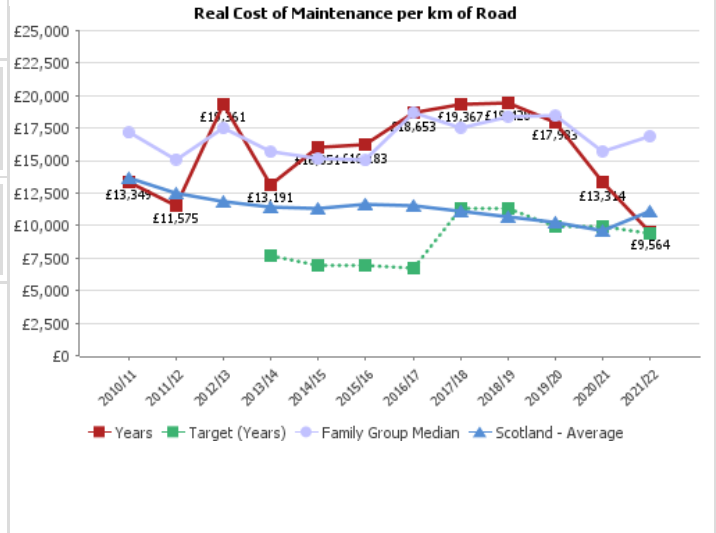
Roads & Transportation

Place Directorate – Environment Services

👍 Cost of maintenance per kilometre of road

	Clacks Value	Long Trend	Target	Status
21/22	£9,564	↓	£9,370	✅
	Family Group	Scotland	Rank	Quartile
	£16,882	£11,108	13	🟡🟡🟡

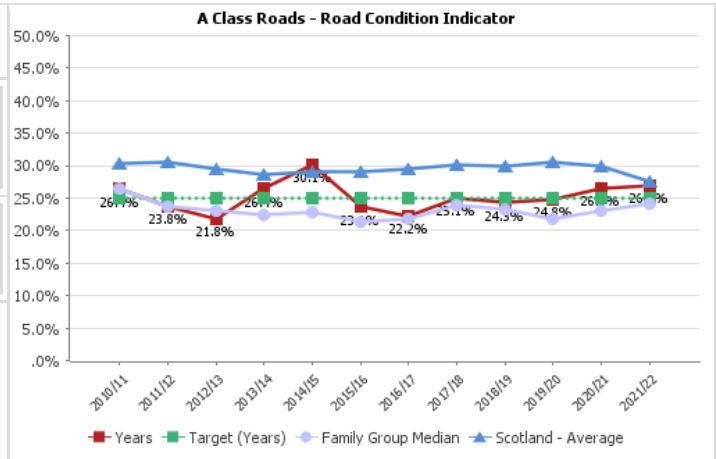
Increase in wholesale costs for materials and availability has reduced the number of schemes that could be delivered. This has had a significant impact on our road condition indicator performance and will only continue with the increased inflation. There are still concerns regarding the accuracy and consistency of authorities' reporting for this measure. The current level of investment will not keep the road network in a 'steady state'.



👉 A class roads that should be considered for treatment

	Clacks Value	Long Trend	Target	Status
21/22	26.9%	↑	25.0%	⚠️
	Family Group	Scotland	Rank	Quartile
	24.1%	27.6%	19	🟡🟡🟡

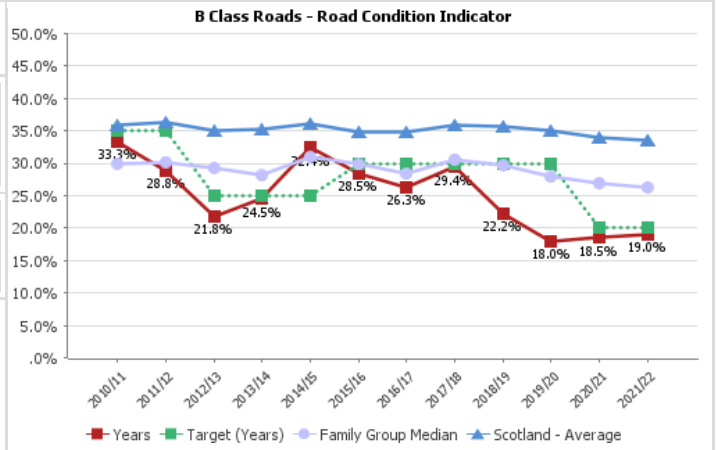
The increase in the road condition indicator is due to the lack of schemes done in the previous 2 years due to the COVID impact on services. This is now evidenced in the deterioration of the road network slippage in overall rankings.



👍 B class roads that should be considered for treatment

	Clacks Value	Long Trend	Target	Status
21/22	19.0%	↓	20.0%	✅
	Family Group	Scotland	Rank	Quartile
	26.3%	33.6%	4	🟢🟢🟢

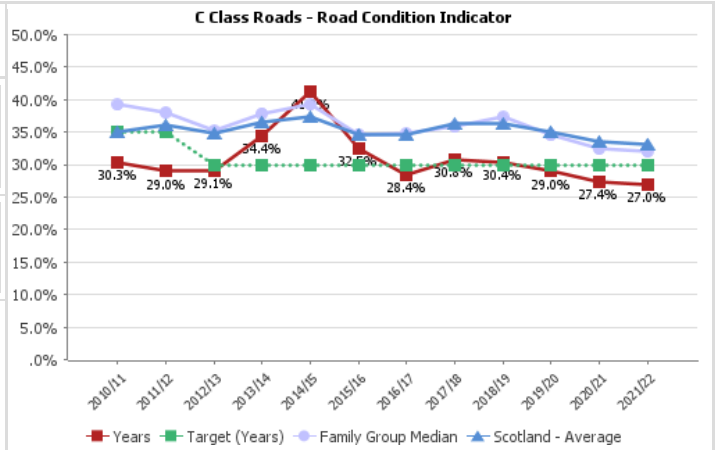
The increase in the road condition indicator is due to the lack of schemes done in the previous 2 years due to the COVID impact on services. This is now evidenced in the deterioration of the road network.



👍 C class roads that should be considered for treatment

	Clacks Value	Long Trend	Target	Status
21/22	27.0%	↓	30.0%	✅
	Family Group	Scotland	Rank	Quartile
	32.0%	33.2%	9	🟡🟡🟡

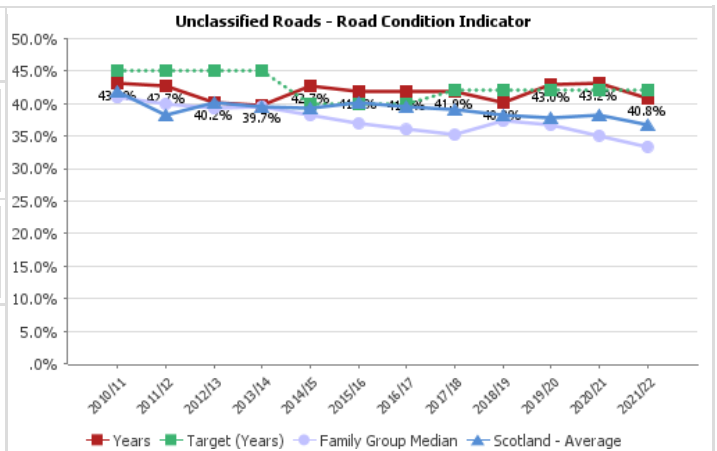
Due to having such a small network, and the way the survey is carried out any variance can be attributed to rolling average for the survey results. Priority for surfacing schemes remains with our A and B roads, unclassified are treated as required within remaining budgetary constraints.



👉 Unclassified roads that should be considered for treatment

	Clacks Value	Long Trend	Target	Status
21/22	40.8%	↔	42.0%	✅
	Family Group	Scotland	Rank	Quartile
	33.4%	36.7%	21	🟡🟡🟡

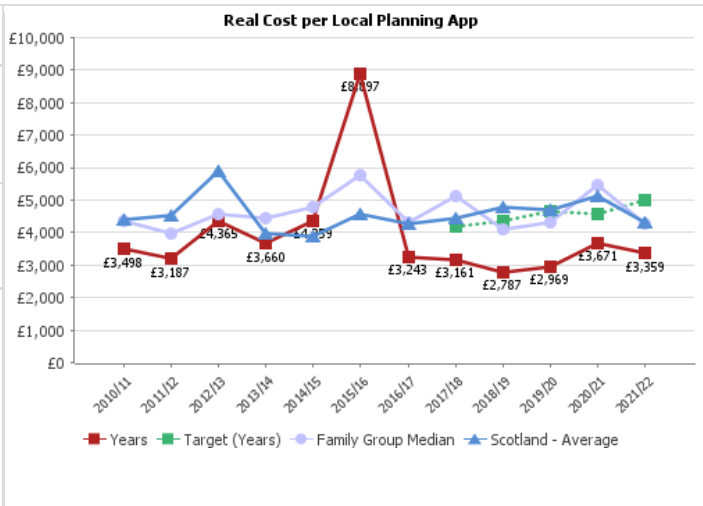
Due to having such a small network, and the way the survey is carried out any variance can be attributed to rolling 4 year average for the survey results, based on a 10 year survey cycle excluding cul-de-sacs. Priority for surfacing schemes remains with our A and B roads, unclassified are treated as required within remaining budgetary constraints.



Cost per local planning application

	Clacks Value	Long Trend	Target	Status
21/22	£3,359	↑	£4,981	✔
Family Group	Scotland	Rank	Quartile	
£4,272	£4,337	7	III	

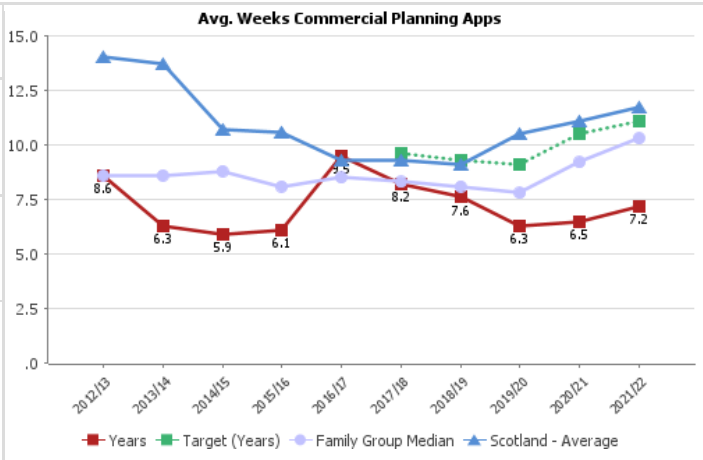
Lower than average and variable depending on number of applications received by small planning team. Staff undertake additional functions beyond assessment of planning applications (eg. capital project management, bid preparation, Place making, City Region Deal, Local Development Plan assistance and environmental improvement work).



Average weeks to process commercial planning applications

	Clacks Value	Long Trend	Target	Status
21/22	7.2	↓	11.1	✔
Family Group	Scotland	Rank	Quartile	
10.3	11.7	4	III	

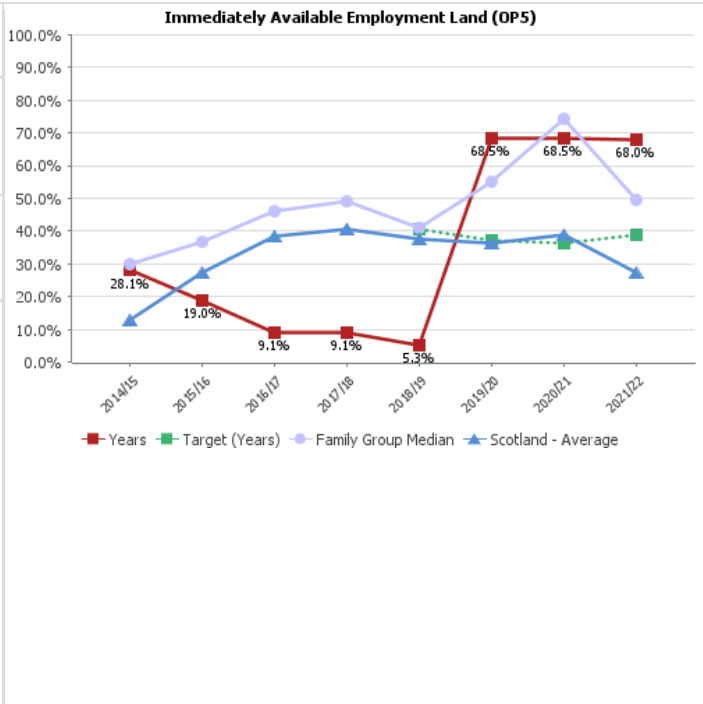
Over 10% increase due to higher more complex case load in this year and a greater proportion of time spent on non planning application activity. Remain both lower than national average and in the top quartile for 4th year running.



Immediately available employment land (as % of Local Development Plan employment allocation)

	Clacks Value	Long Trend	Target	Status
21/22	68.0%	↑	38.9%	✔
Family Group	Scotland	Rank	Quartile	
49.6%	27.2%	9	II	

Higher than average but related to market conditions. The Local Development Plan has identified sufficient land availability however this has not always been effective as planning permission has not been granted to result in immediately available land. This is outwith Council control as it cannot apply for planning permission for private land and is therefore subject to market forces. However planning permission has been granted for significant employment sites (such as Kilbagie) and further permissions are expected to be granted for other sites (such as Carsebridge) in the coming year. These permissions were expected last year but have been delayed for reasons outwith Planning authority control.



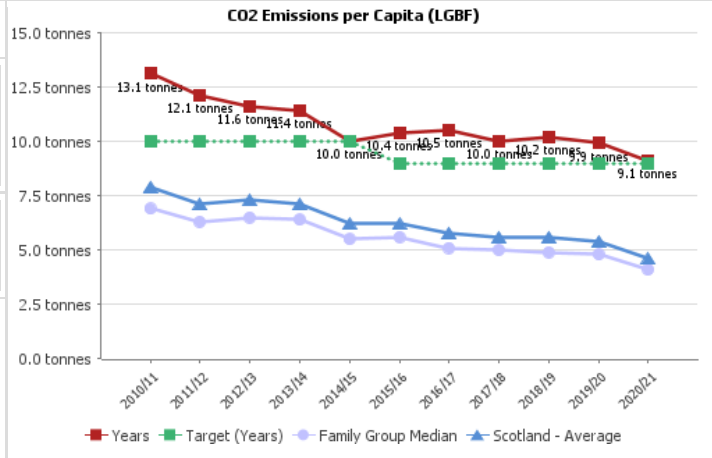
Sustainability

Place Directorate – Development Services

CO₂ emissions per capita - all emissions

	Clacks Value	Long Trend	Target	Status
20/21	9.1 tonnes	↓	9.0 tonnes	✅
	Family Group	Scotland	Rank	Quartile
	4.1 tonnes	4.6 tonnes	28	🔴🟡🟢

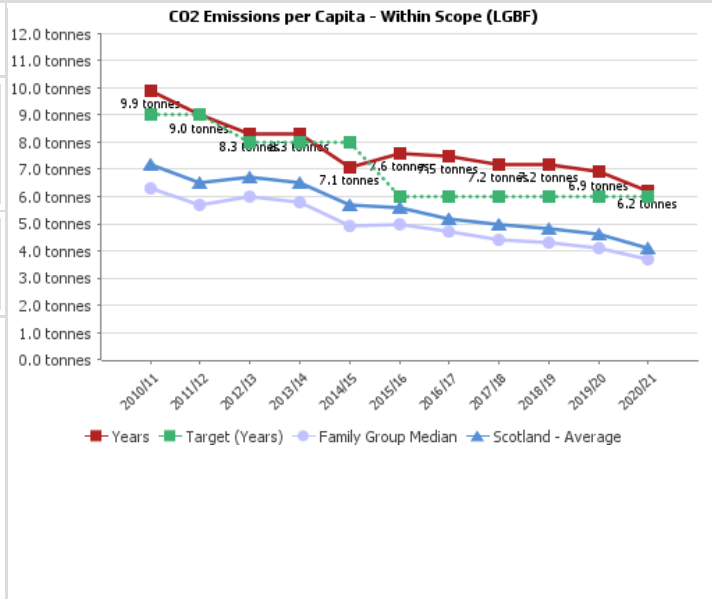
Very slight reduction since last reporting period. However, larger reductions envisaged in coming years as business, industry and transportation implement more carbon reduction measures in order to meet national and local targets.



CO₂ emissions per capita - emissions within Local Authority scope

	Clacks Value	Long Trend	Target	Status
20/21	6.2 tonnes	↓	6.0 tonnes	✅
	Family Group	Scotland	Rank	Quartile
	3.7 tonnes	4.1 tonnes	31	🔴🟡🟢

The rationalisation of the Council's building portfolio has been a significant factor in the reduction as has the national decarbonisation of the gas and electricity network. Inroads are also being made into electrifying our fleet transport and ongoing energy efficiency projects are contributing towards the reductions. As the Council implements its Climate Change Strategy and Action Plan and its Regional Energy masterplan, greater reductions are expected.



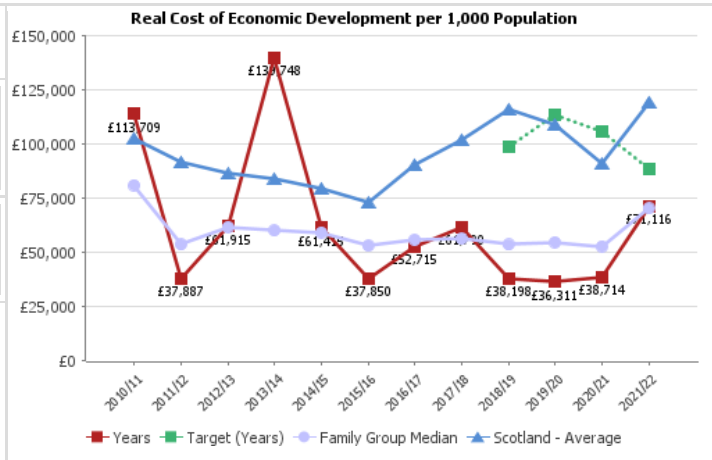
Economic Development

Place Directorate – Development Services

Cost of Economic Development & Tourism per 1,000 population

	Clacks Value	Long Trend	Target	Status
21/22	£71,116	↑	£88,494	✅
	Family Group	Scotland	Rank	Quartile
	£70,305	£119,388	10	🟡🟢🔴

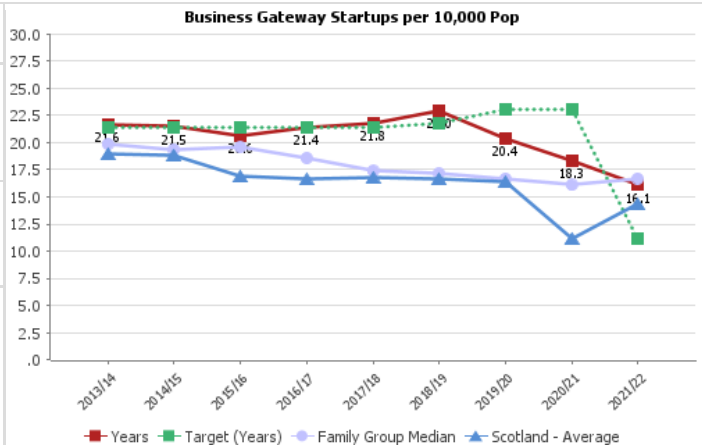
Further investigation into the detailed inclusions and exclusions in this calculation will be conducted in order to set future targets, as investment in essential employability and business support services is critical for inclusive growth.



Business gateway startups per 10,000 population

	Clacks Value	Long Trend	Target	Status
21/22	16.1	↓	11.2	✅
Family Group		Scotland	Rank	Quartile
16.7		14.4	18	🟡🟡🟡

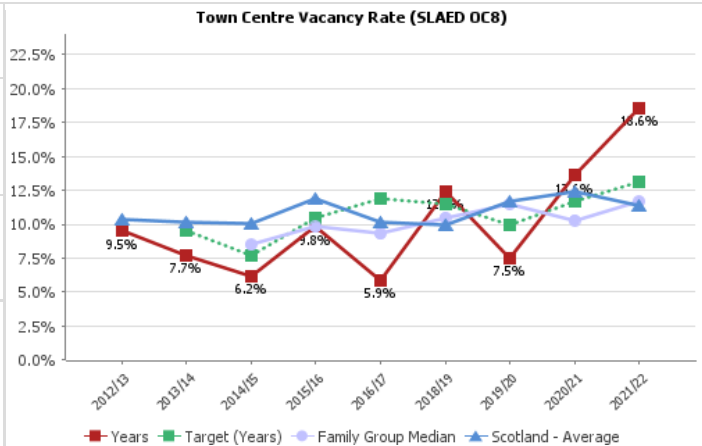
Number of start ups has decreased slightly from 2020/21. However Clackmannanshire still remains above the Scottish average. Our ranking has dropped from 10th to 18th but this could be explained due to a small variance within the population size of Clackmannanshire.



Town vacancy rate (vacant retail units as % of total units) - Alloa town centre only

	Clacks Value	Long Trend	Target	Status
21/22	18.6%	↑	13.1%	🔴
Family Group		Scotland	Rank	Quartile
11.7%		11.4%	30	🔴🔴🔴

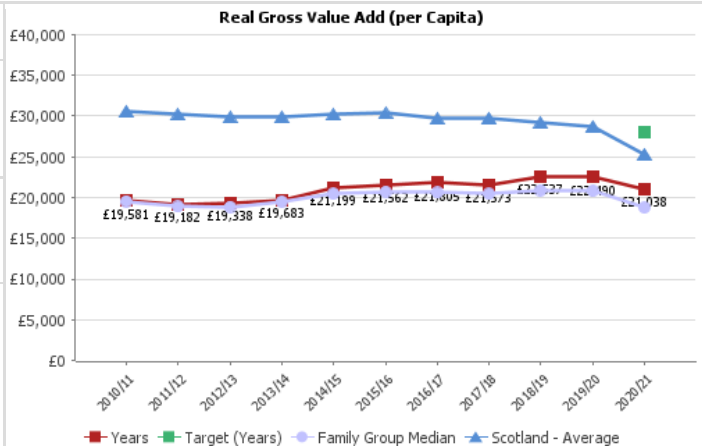
Increase of 14 vacant units compared to previous year.



Gross Value Added (per capita)

	Clacks Value	Long Trend	Target	Status
20/21	£21,038	↔	£28,012	🔴
Family Group		Scotland	Rank	Quartile
£18,810		£25,371	17	🟡🟡🟡

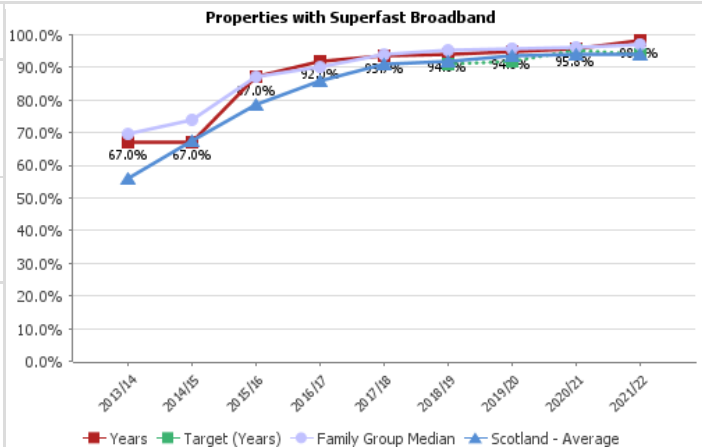
Clackmannanshire saw reduced output during the Covid lockdown, this has affected GVA per capita in this period



Properties with Superfast Broadband

	Clacks Value	Long Trend	Target	Status
21/22	98.2%	↑	93.8%	✅
Family Group		Scotland	Rank	Quartile
97.1%		94.1%	5	🟢🟢🟢

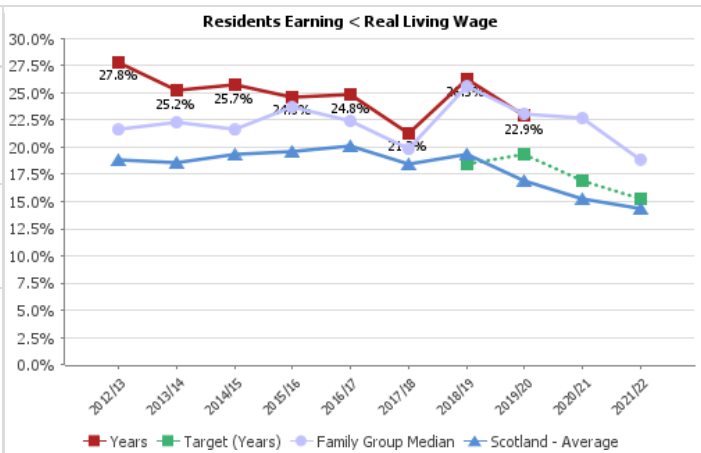
There is a small increase this year and the figure remains above the Scottish figure of 94.1%.



Residents earning less than the Real Living Wage

	Clacks Value	Long Trend	Target	Status
21/22	N/A	?	15.2%	?
	Family Group	Scotland	Rank	Quartile
	18.9%	14.4%	N/A	N/A

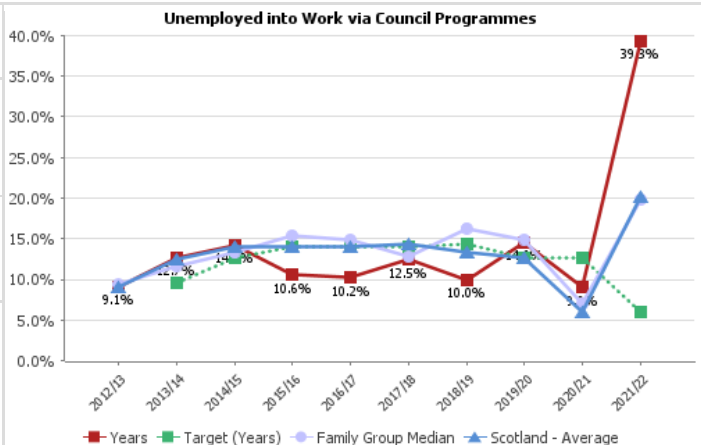
Clackmannanshire Anchor Partnership is close to endorsing a Good Employment Charter for the area. We anticipate this will assist in raising the number of employees locally paid at least the Scottish Real Living Wage and raising employer awareness of the importance of good terms and conditions for employees. (We have not been advised why no Clacks value has been included in national reporting for the last two years)



Unemployed people assisted into work via Council employability programmes

	Clacks Value	Long Trend	Target	Status
21/22	39.3%	↑	6.0%	✓
	Family Group	Scotland	Rank	Quartile
	19.8%	20.2%	6	III

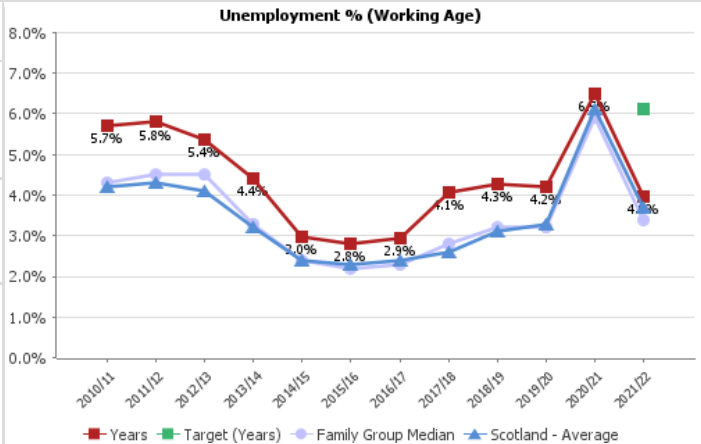
Significant increase due in the main to increase in employability funding which has supported a number of job creation initiatives eg. Kickstart, Long Term Unemployed Scheme, Fair Work Incentive.



Unemployment Rate (Working Age - 16-64 years)

	Clacks Value	Long Trend	Target	Status
21/22	4.0%	↔	6.1%	✓
	Family Group	Scotland	Rank	Quartile
	3.4%	3.7%	23	II

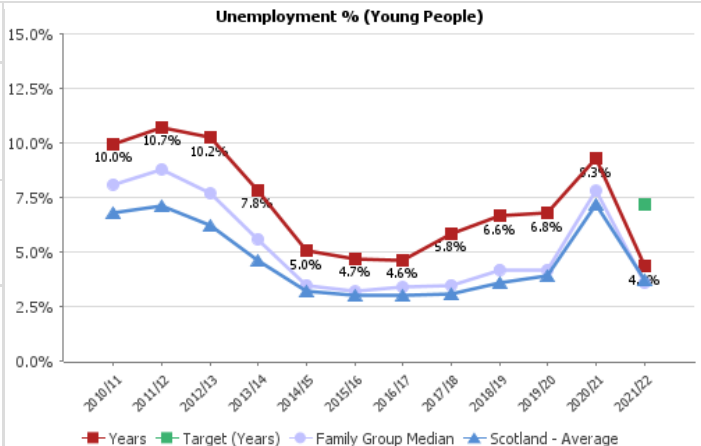
A welcome decrease in the unemployment rate, back to almost pre-pandemic rates. However, Clackmannanshire still remains higher than the Scottish average (although only .3% higher).



Unemployment Rate (Young People - 16-24 years)

	Clacks Value	Long Trend	Target	Status
21/22	4.3%	↓	7.2%	✓
	Family Group	Scotland	Rank	Quartile
	3.6%	3.7%	26	I

As per unemployment rate for all working age, we can see a welcome decrease in the unemployment rate for young people. However, Clackmannanshire still remains above the Scottish average (.6% higher).



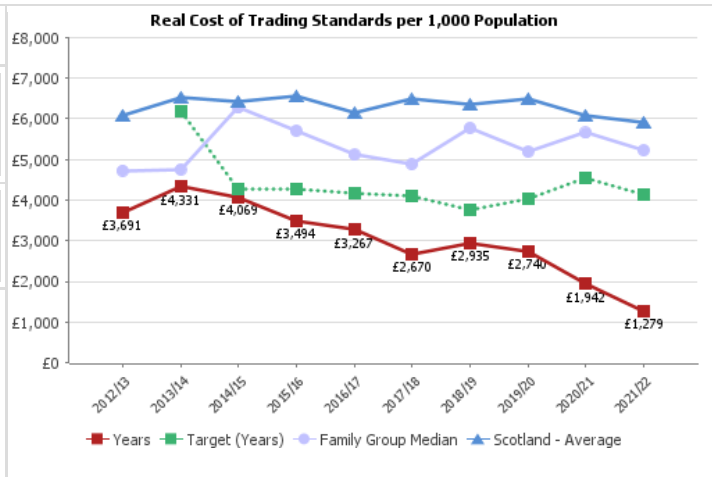
Regulatory Services

Place Directorate – Development Services

Cost of Trading Standards per 1,000 population

	Clacks Value	Long Trend	Target	Status
21/22	£1,279	↓	£4,140	✓
Family Group	Scotland	Rank	Quartile	
£5,231	£5,928	1	■■■■	

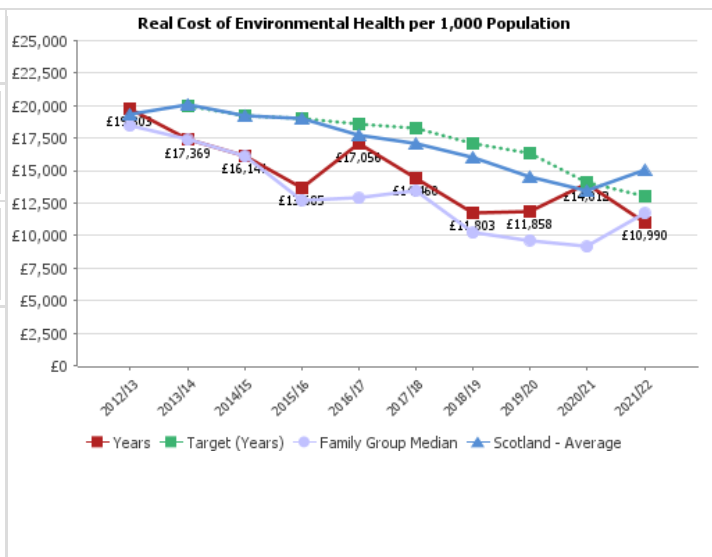
Savings have been made in recent years due to unfilled vacancies but this has put significant strain on service delivery. Stirling Council is actively seeking to address the shortfall in staffing in order to ensure that service provision is maintained at the required level. This is proving challenging, however.



Cost of Environmental Health per 1,000 population

	Clacks Value	Long Trend	Target	Status
21/22	£10,990	↓	£13,057	✓
Family Group	Scotland	Rank	Quartile	
£11,721	£15,019	7	■■■	

After the service cost being skewed by grant funding from the Scottish Government to deal with the pandemic, the funding model favouring smaller Councils, the costs are nearer to pre pandemic levels. The service is now concentrating on re-establishing work streams and service provision that was suspended during the pandemic. This “recovery” phase will take several years, particularly for food regulation, and follows an approved plan.



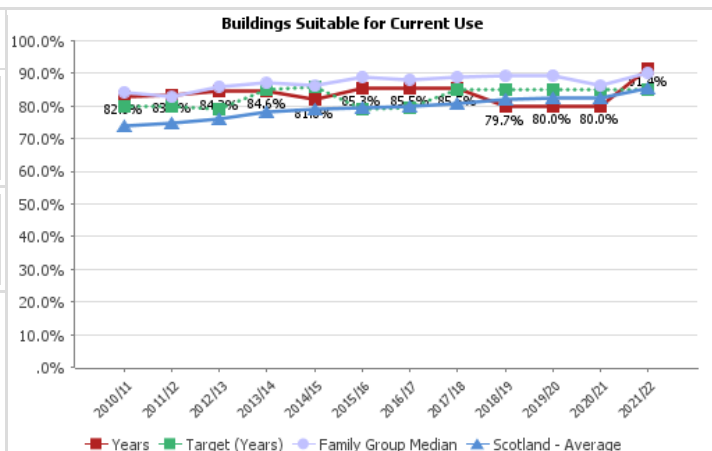
Asset Management

Place Directorate – Property Services

Operational buildings suitable for current use

	Clacks Value	Long Trend	Target	Status
21/22	91.4%	↑	85.0%	✓
Family Group	Scotland	Rank	Quartile	
90.2%	85.3%	10	■■■	

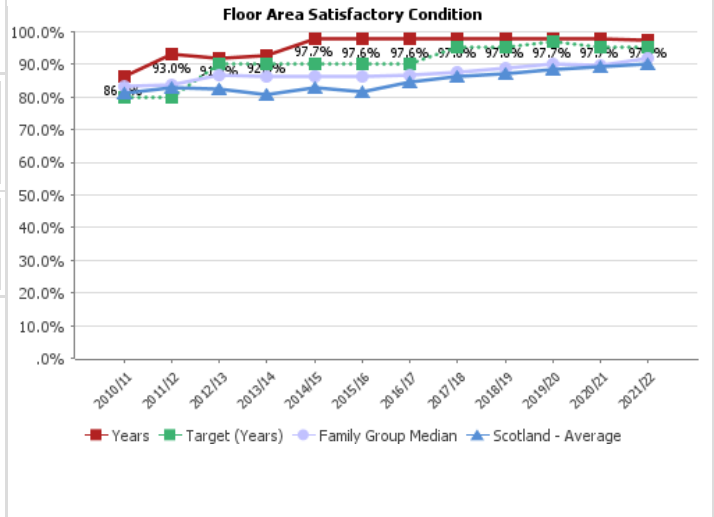
We continue to improve our overall estate with an emphasis on legal compliance. Asbestos management continues to be a prominent aspect with continual monitoring and removals undertaken when convenient and necessary. Improvements and upgrades across all properties in respect of fire management and recent audits by Scottish Fire & Rescue continue to be extremely positive with only minor items being identified during audits. The sale of the old ABC nursery in Grant street appears to be almost finalised. Pre Planned Maintenance and reactive repairs continue to be the mainstay of the teams daily activity.



👍 Council buildings in satisfactory condition (by floor area)

	Clacks Value	Long Trend	Target	Status
21/22	97.5%	↔️	95.0%	✅
	Family Group	Scotland	Rank	Quartile
	92.0%	90.1%	3	🟢🟢🟢

Learning estate colleagues engaged with Hub East and Hollis Global, Independent real estate consultants who undertook and prepared condition reports for all primary schools and nurseries (ELC's) producing a priority list of all works requiring attention as well as estimated costings for each. These reports were then used to report conditions under the core facts to the Scottish Gov.

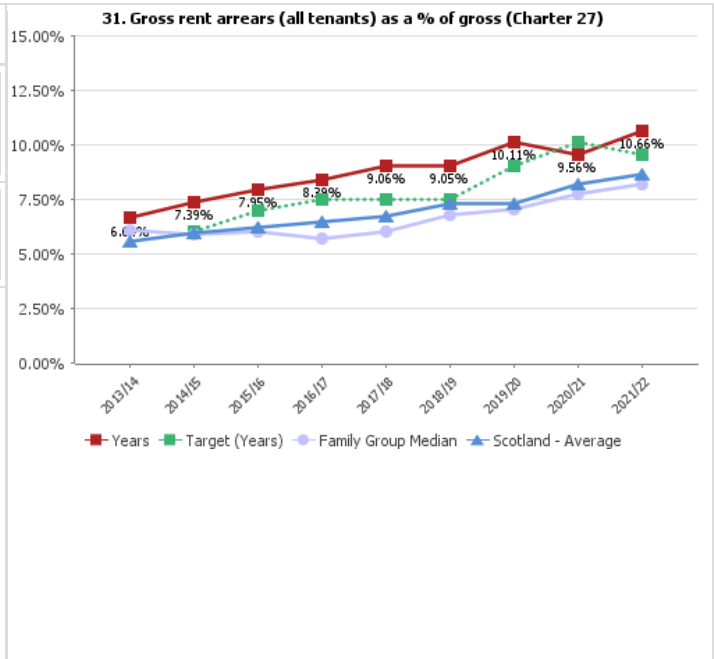


Housing Management & Quality Place Directorate – Housing Services

👋 Rent arrears as a % of rent due in the year

	Clacks Value	Long Trend	Target	Status
21/22	10.66%	⬆️	9.56%	⚠️
	Family Group	Scotland	Rank	Quartile
	8.18%	8.67%	19	🟡🟡🟡

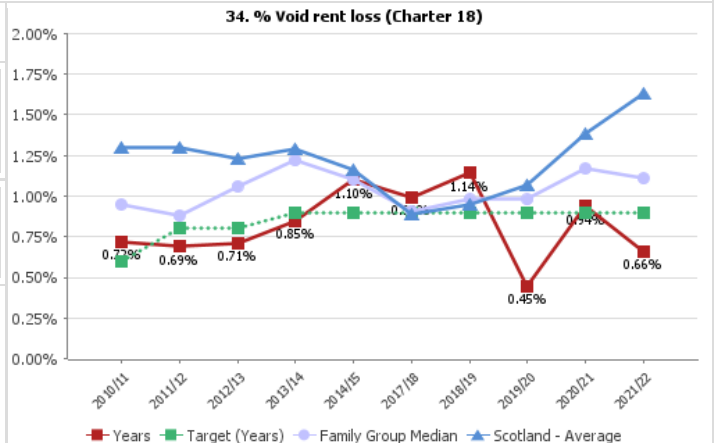
Housing Officers continue to take a supportive approach with tenants struggling to pay their rent with a focus on avoiding evictions. The service implemented an assistance scheme to help those affected by the pandemic. How much monetary assistance they got was dependant on their circumstances. Those who were made redundant, furloughed and self employed were eligible for the scheme. To date we have applied just over £51K to accounts and each account received on average £188. In the face of a cost of living crisis and the need to show a degree of forbearance in the aftermath of the pandemic some increase in arrears is to be expected.



👍 Rent loss due to empty (void) properties

	Clacks Value	Long Trend	Target	Status
21/22	0.66%	⬇️	0.90%	✅
	Family Group	Scotland	Rank	Quartile
	1.11%	1.63%	3	🟢🟢🟢

The average time to re-let our properties decreased in 21/22 which meant we lost less rent due than the previous year. We are also performing well against the Scottish average. We expect to continue to perform well in void management meaning we keep rent loss low.

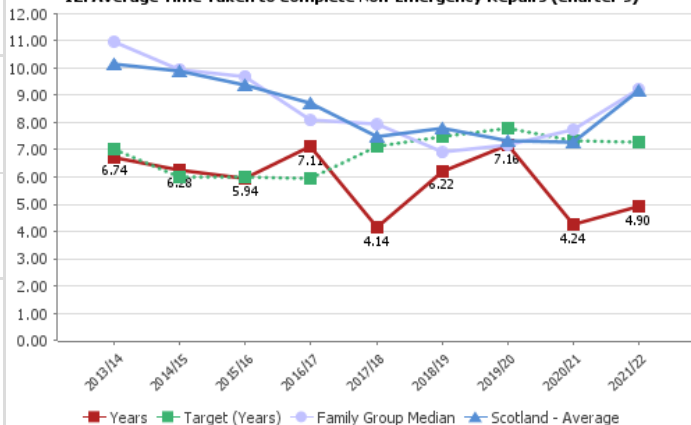


👍 Average working days to complete non-emergency repairs

	Clacks Value	Long Trend	Target	Status			
21/22	4.90	↓	7.28	🟢			
Family Group	9.24	Scotland	9.19	Rank	1	Quartile	🟢🟢🟢

Non emergency repair response times have increased slightly in comparison to the previous year, this can be attributed to catch up of non emergency repair works backlogged during the Covid pandemic. Performance is good in comparison to the Scottish average.

12. Average Time Taken to Complete Non-Emergency Repairs (Charter 9)

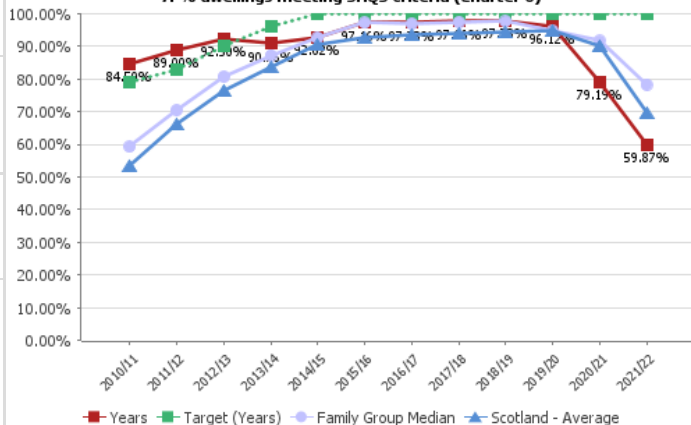


👎 Council housing meeting the Scottish Housing Quality Standard (SHQS)

	Clacks Value	Long Trend	Target	Status			
21/22	59.87%	↓	100.00%	🔴			
Family Group	78.30%	Scotland	69.70%	Rank	17	Quartile	🟡🟡🟡

Performance in SHQS dipped due largely to a change in SHQS guidance and the reporting requirement within this area. We were also unable to access properties to carry out Energy Performance Certificate assessments during the Covid pandemic. A planned programme of EPC assessment to renew out of date EPCs has commenced, this will see a marked improvement in SHQS compliance and future SHQS reporting.

7. % dwellings meeting SHQS criteria (Charter 6)

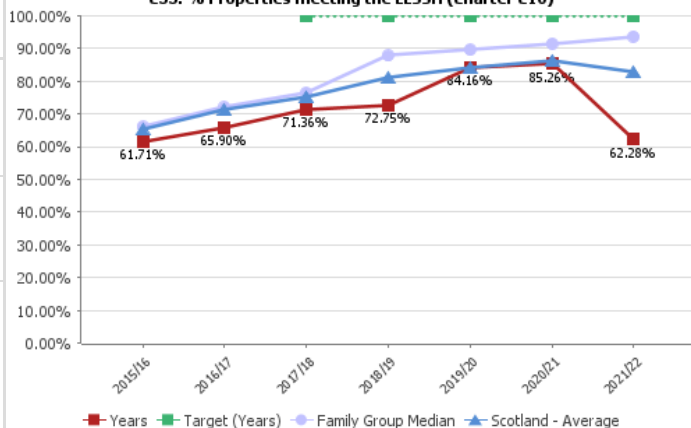


👎 Council houses meeting the Energy Efficiency Standard for Social Housing (EESH)

	Clacks Value	Long Trend	Target	Status			
21/22	62.28%	↓	100.00%	🔴			
Family Group	93.60%	Scotland	82.80%	Rank	24	Quartile	🔴🔴🔴

EESH performance has dropped in level due to a combination of a change to the way in which we are required to report on performance as well as a large percentage of our overall Energy Performance Certificates requiring to be renewed (having expired) and properties re-assessed. We have a planned programme of assessment currently underway to provide the new EPC's required, this coupled with recent improvement works to some of our last remaining "hard to treat" homes will see our reported performance figure increase significantly in the coming months.

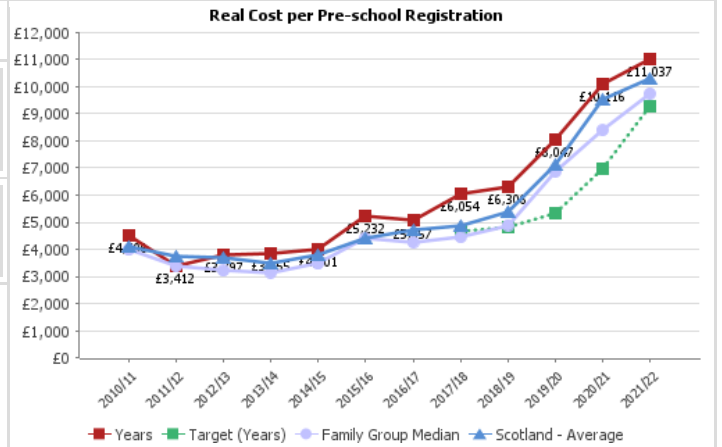
C33. % Properties meeting the EESH (Charter C10)



Cost per pre-school education registration

	Clacks Value	Long Trend	Target	Status
21/22	£11,037	↑	£9,264	🔴
	Family Group	Scotland	Rank	Quartile
	£9,755	£10,283	22	🟡🟡🟡🟡

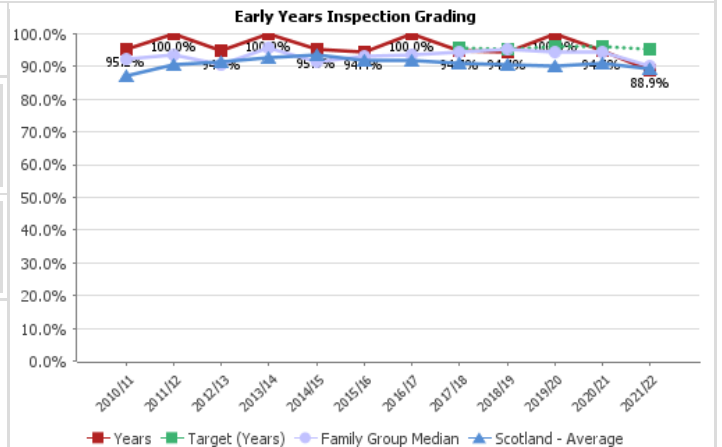
The 22/23 budget proposals included savings in relation to Early Years



Funded Early Years provision graded good or better in inspections

	Clacks Value	Long Trend	Target	Status
21/22	88.9%	↓	95.1%	🟡
	Family Group	Scotland	Rank	Quartile
	90.1%	89.4%	18	🟡🟡🟡🟡

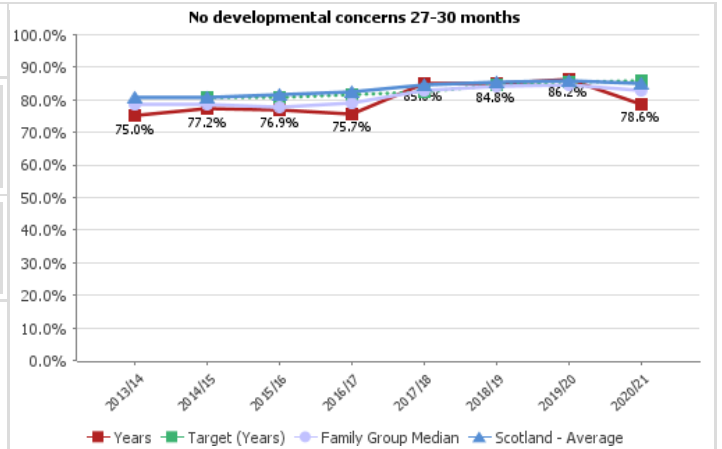
the 6 most recent inspections have all been very positive. 21/22 3/5 inspections Graded Good or above (60%). 22/23 8 /10 inspections to date good or above (80%).



Children with 'no developmental concerns' at 27-30 month health review

	Clacks Value	Long Trend	Target	Status
20/21	78.6%	↔	85.7%	🟡
	Family Group	Scotland	Rank	Quartile
	82.8%	85.1%	30	🔴🟡🟡🟡

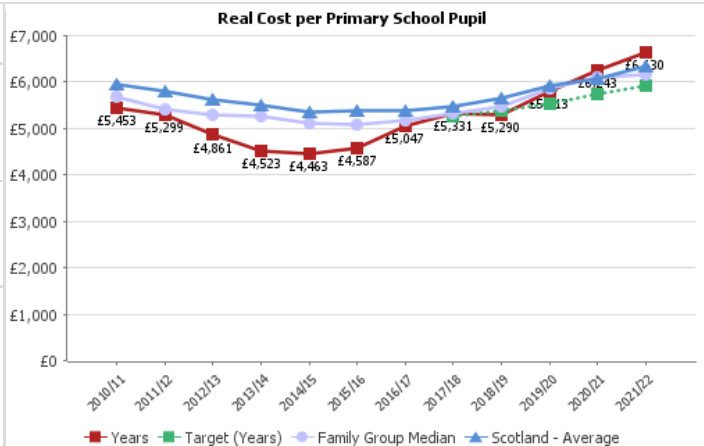
20/21 data was impacted by COVID. 22/23 A new Data group has been established. Data analyst is collating national, FV Health Board and Clackmannanshire data over time in relation to 27-30 month review. Data will be available to the group from 24th March 2023. Analysis of this data will inform our strategy moving forwards. It will identify key priorities for improvement for Clackmannanshire's NIF and align to CYP plan and Business Plan.



Cost per primary school pupil

	Clacks Value	Long Trend	Target	Status
21/22	£6,630	↑	£5,917	⚠
Family Group	Scotland	Rank	Quartile	
£6,153	£6,332	25	100	100

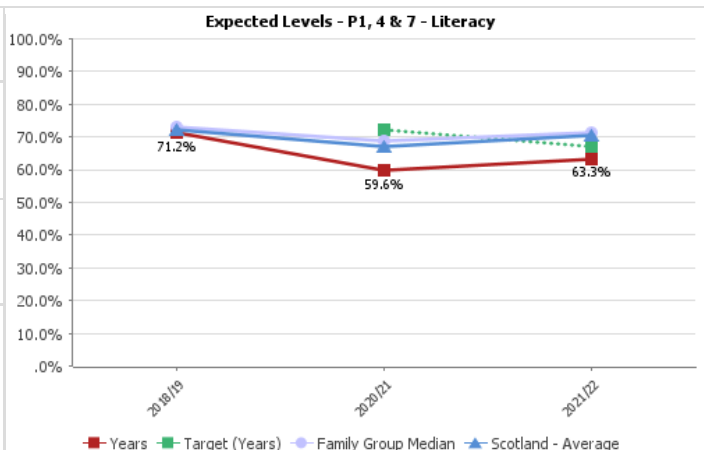
Clackmannanshire has maintained a low ratio of pupils to teachers, ensuring positive learning and teaching experiences.



Primary 1, 4 & 7 pupils achieving expected Curriculum for Excellence level in Literacy

	Clacks Value	Long Trend	Target	Status
21/22	63.3%	↓	66.9%	⚠
Family Group	Scotland	Rank	Quartile	
71.2%	70.5%	28	100	100

Stretch aim is 68%. Analysis of P7 SNSA data shows positive improvements at Second Level in reading and writing. Combined with teacher professional judgement (TPJ) an increase in the percentage of children achieving national expectations is anticipated. Analysis of P4 SNSA data shows the percentage of children achieving expected levels in reading is equivalent to that of Session 21/22. In contrast, there is a slight reduction in the percentage of children achieving expected levels in writing compared to that of Session 21/22. Writing has been identified across the local authority as an area of improvement. Through the leadership and direction of The Pedagogy



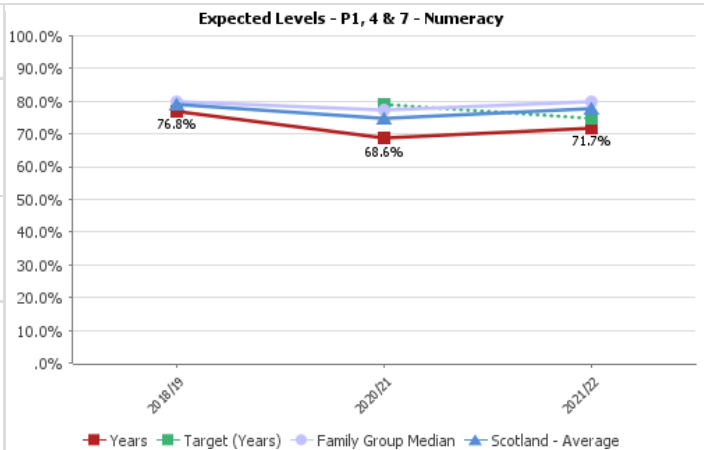
Collaborative Empowerment group, support from Education Scotland and expertise from Literacy Leads across the authority key actions have been identified to address this. Primary 1 SNSA process is underway. Next predicted TPJ upload due 31 March 2023.

(There was no national reporting of this indicator in 19/20)

Primary 1, 4 & 7 pupils achieving expected Curriculum for Excellence level in Numeracy

	Clacks Value	Long Trend	Target	Status
21/22	71.7%	↓	74.7%	✅
Family Group	Scotland	Rank	Quartile	
79.7%	77.9%	31	100	100

Stretch aim is 74.9%. Analysis of P7 SNSA data shows positive improvements at Second Level with 30% of children at P7 across the local authority scoring in the top two bandings. This is 11percentage points more than Session 21/22 and 3 percentage points higher than the national average in 17/18 (only national comparison available). Combined with teacher professional judgement (TPJ) an increase in the percentage of children achieving national expectations is anticipated. A percentage point drop at P4 SNSA is noted. School Clusters are working collaboratively to identify 'non-negotiables' within Numeracy to enhance consistency and robustness of



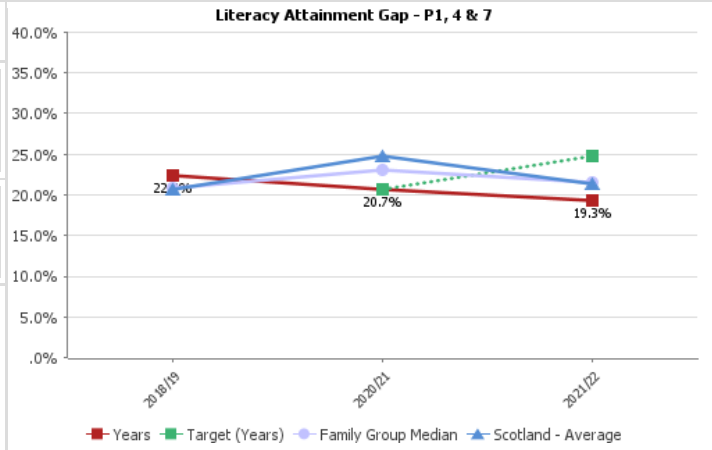
Achievement of a Level judgements. Early Level Numeracy work stream established to review and enhance Clackmannanshire's Early Level Numeracy Progression Pathways. Primary 1 SNSA process is underway. Next predicted TPJ upload due 31-Mar-2023.

(There was no national reporting of this indicator in 19/20)

👍 Literacy attainment gap (Primary 1, 4 & 7 pupils)

	Clacks Value	Long Trend	Target	Status
21/22	19.3%	↓	24.7%	✅
	Family Group	Scotland	Rank	Quartile
	21.6%	21.3%	6	🟢🟢🟢

Stretch aim is 17.6 percentage point gap. Teacher professional judgement predictions collated and analysed in December 2022 suggests the literacy attainment gap between the most and least disadvantaged children is narrowing. Strategic Equity Funding (SEF) interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap.

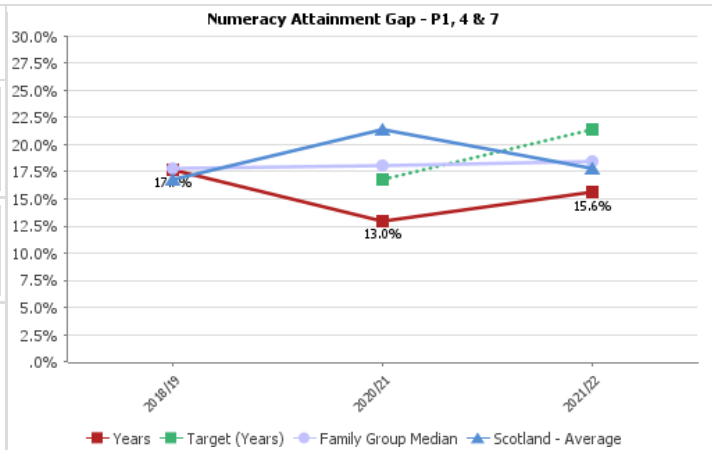


(There was no national reporting of this indicator in 19/20)

👍 Numeracy attainment gap (Primary 1, 4 & 7 pupils)

	Clacks Value	Long Trend	Target	Status
21/22	15.6%	↓	21.4%	✅
	Family Group	Scotland	Rank	Quartile
	18.5%	17.8%	6	🟢🟢🟢

Stretch aim is 11 percentage point gap. Teacher professional judgement predictions collated and analysed in December 2022 suggests the numeracy attainment gap between the most and least disadvantaged children is narrowing. Strategic Equity Funding (SEF) interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap.



(There was no national reporting of this indicator in 19/20)

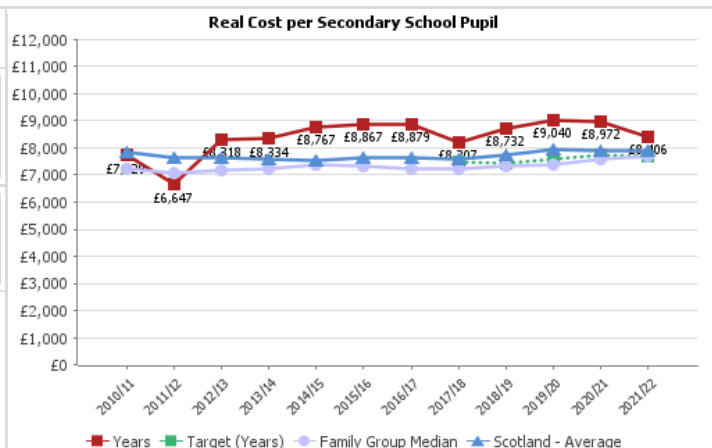
Secondary Schools

People Directorate – Education Services

👉 Cost per secondary school pupil

	Clacks Value	Long Trend	Target	Status
21/22	£8,406	↔	£7,664	⚠️
	Family Group	Scotland	Rank	Quartile
	£7,699	£7,913	25	🔴🟡🟢

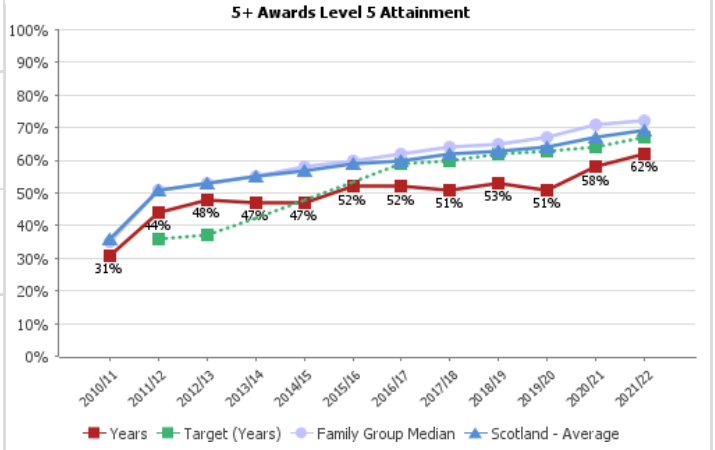
As our rolls increase our cost per pupil will decrease. Higher than national. 0.8 % yearly fall (national 1.2% yearly fall)



Pupils gaining 5+ awards at level 5 or above - All Pupils

	Clacks Value	Long Trend	Target	Status
21/22	62%	↑	67%	⚠️
Family Group	Scotland	Rank	Quartile	
72%	69%	29	🔴 🟡 🟢 🟣	

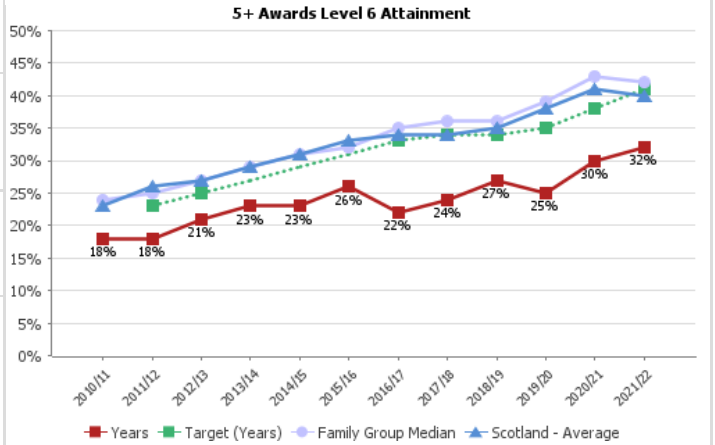
The increase in value represents the improvements in performance of young people. Our overall pass rate for National 5 is better than pre-Covid and is reflective of the additional support offered. In most cases our attainment is still below the national but the percentage increase whether this is reported as a percentage or in percentage points (pp) is mainly more/better than reported nationally. Lower than national.4pp yearly increase compared to 2pp yearly increase nationally. Higher than pre-Covid levels. Gap between local authority and national smaller than pre-Covid levels. Last 3 years increasing trend.



Pupils gaining 5+ awards at level 6 or above - All Pupils

	Clacks Value	Long Trend	Target	Status
21/22	32%	↑	41%	🛑
Family Group	Scotland	Rank	Quartile	
42%	40%	29	🔴 🟡 🟢 🟣	

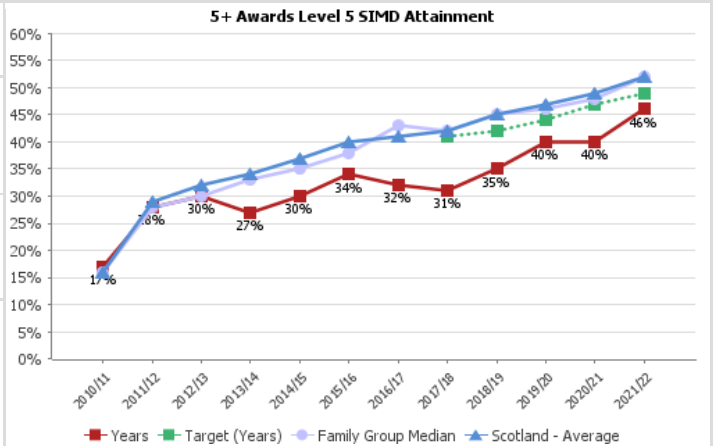
The increase in value represents the improvements in performance of young people. Our overall pass rate for Higher is better than pre-Covid. Increasing the use of data to look at attainment across all subject areas and sharing this with all staff so that underperformance in particular areas can be addressed at an early stage and remediation strategies such as assertive mentoring adopted. Lower than national. 2pp yearly increase compared 1 1pp yearly fall nationally. Higher than pre-Covid levels. Gap between local authority and national the same as pre-Covid levels. Last 3 years increasing trend.



Pupils gaining 5+ awards at level 5 or above - Deprived areas

	Clacks Value	Long Trend	Target	Status
21/22	46%	↑	49%	⚠️
Family Group	Scotland	Rank	Quartile	
52%	52%	26	🔴 🟡 🟢 🟣	

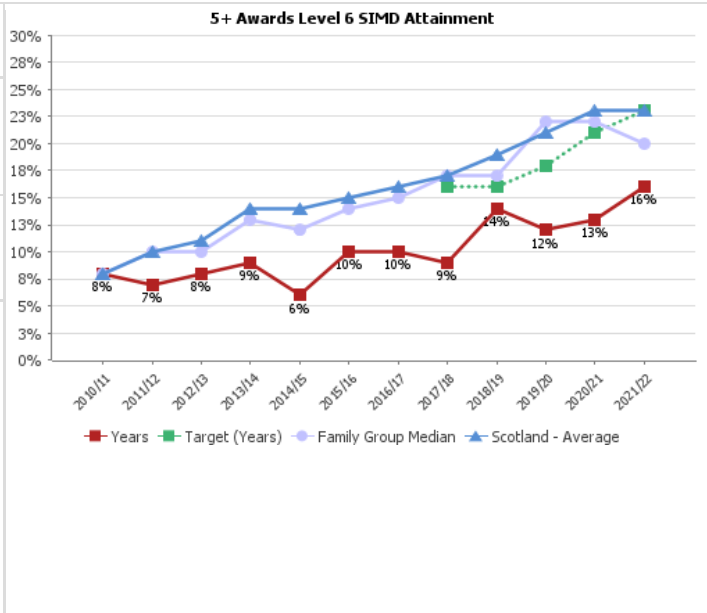
There has been a steady improvement in performance over the past 5 years. More consistent use of tracking and monitoring and employing earlier interventions to address underperformance. A more robust approach to moderation activities. Increased awareness of barriers to learning and supporting young people’s mental health. Coursing strategies as outlined in previous section ‘Pupils gaining 5+ awards at level 5 or above’. The appointment of a new Virtual Headteacher, who will work with schools and partners to narrow the attainment gap.



Pupils gaining 5+ awards at level 6 or above - Deprived areas

	Clacks Value	Long Trend	Target	Status
21/22	16%	↑	23%	🛑
	Family Group	Scotland	Rank	Quartile
	20%	23%	22	🟡🟡🟡🟡

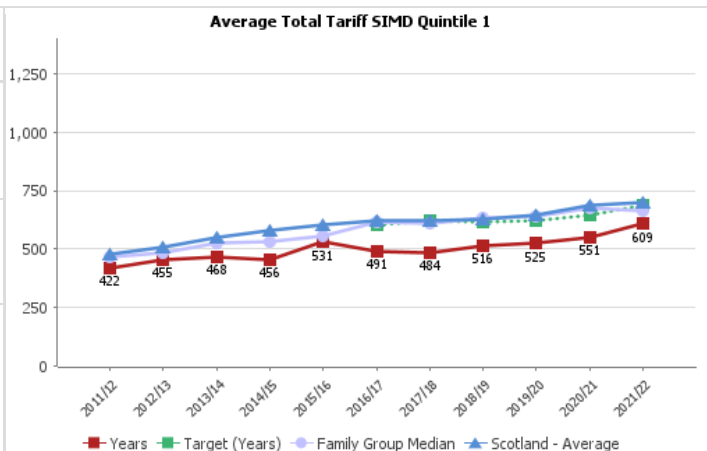
There has been a steady improvement in performance over the past 5 years. More consistent use of tracking and monitoring and employing earlier interventions to address underperformance. A more robust approach to moderation activities. Increased awareness of barriers to learning and supporting young people's mental health. Coursing strategies as outlined in previous section 'Pupils gaining 5+ awards at level 6 or above'. The appointment of a new Virtual Headteacher, who will work with schools and partners to narrow the attainment gap.



Average tariff score in SIMD quintile 1 (most deprived)

	Clacks Value	Long Trend	Target	Status
21/22	609	↑	688	⚠️
	Family Group	Scotland	Rank	Quartile
	665	702	22	🟡🟡🟡🟡

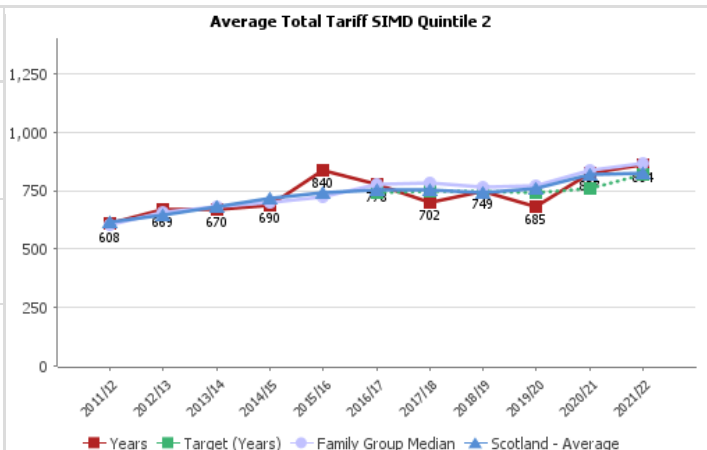
Lower than national. 10.5% yearly increase compared to 2% yearly increase nationally. Higher than pre-Covid levels. Last 3 years increasing trend.



Average tariff score in SIMD quintile 2 (2nd most deprived)

	Clacks Value	Long Trend	Target	Status
21/22	864	↑	817	✅
	Family Group	Scotland	Rank	Quartile
	867	827	13	🟡🟡🟡🟡

Higher than national. 4.5% yearly increase compared to 1% yearly increase nationally. Much higher than pre-Covid levels. Last 3 years increasing trend.

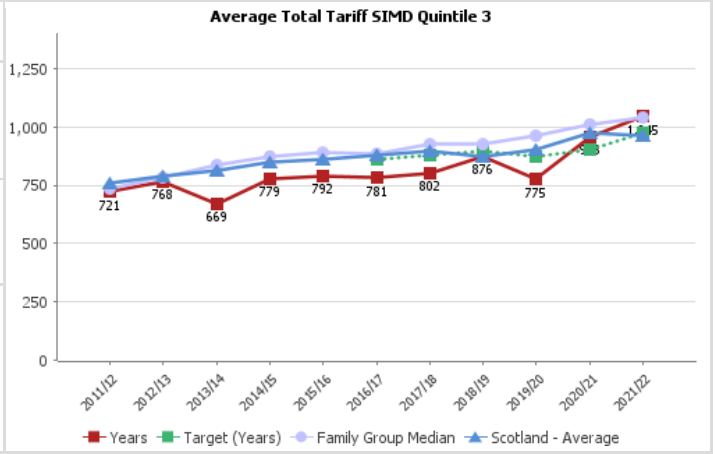


👍 Average tariff score in SIMD quintile 3 (middle)

	Clacks Value	Long Trend	Target	Status
21/22	1,045	↑	975	✅

	Family Group	Scotland	Rank	Quartile
	1,041	965	8	🟢🟢🟢

Higher than national. 9% yearly increase compared to yearly fall nationally. Much higher than pre-Covid levels. Last 3 years increasing trend.

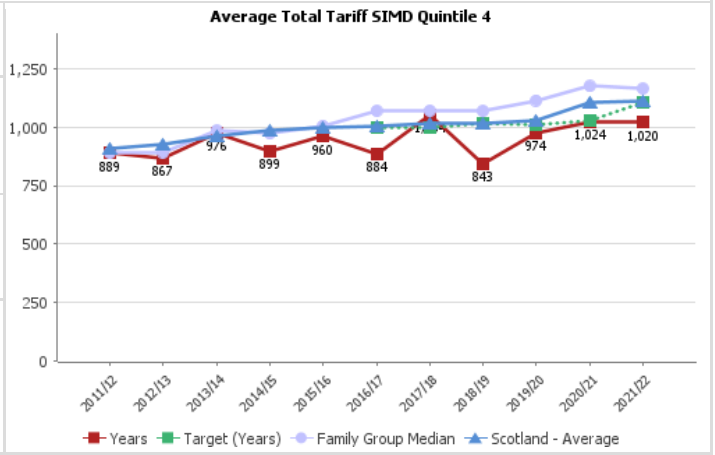


👉 Average tariff score in SIMD quintile 4 (2nd least deprived)

	Clacks Value	Long Trend	Target	Status
21/22	1,020	↑	1,108	⚠️

	Family Group	Scotland	Rank	Quartile
	1,165	1,113	26	🔴🟡🟡

There has been a steady improvement in performance over the past 5 years

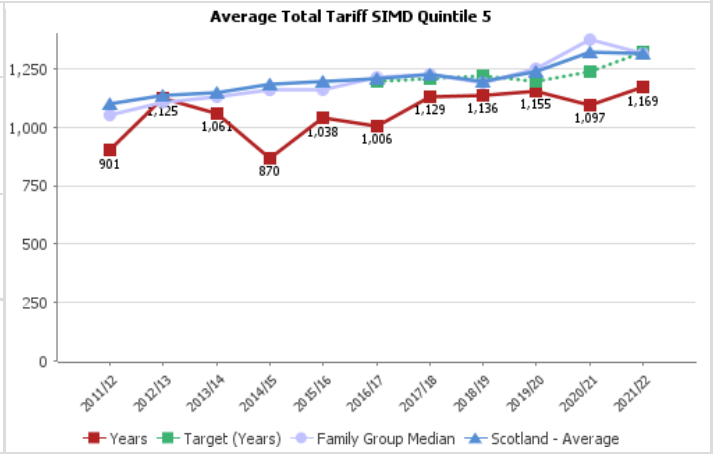


👉 Average tariff score in SIMD quintile 5 (least deprived)

	Clacks Value	Long Trend	Target	Status
21/22	1,169	↔️	1,320	⚠️

	Family Group	Scotland	Rank	Quartile
	1,314	1,316	23	🔴🟡🟡

Lower than national. 6.6% yearly increase compared to 0.3% yearly fall nationally. Higher than pre-Covid levels.

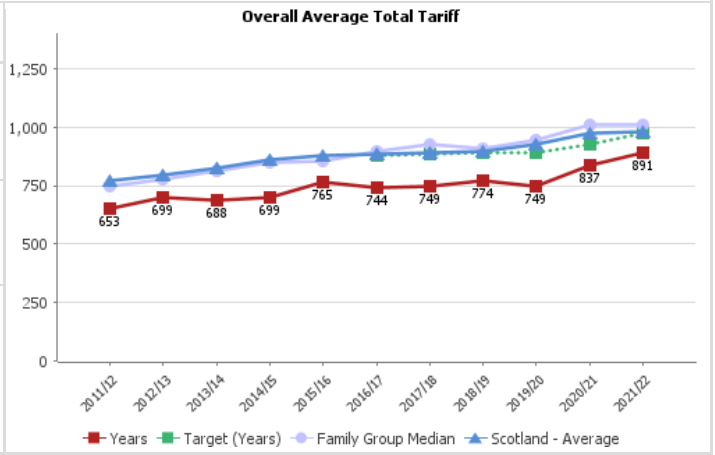


👉 Overall average tariff score - all pupils

	Clacks Value	Long Trend	Target	Status
21/22	891	↑	972	⚠️

	Family Group	Scotland	Rank	Quartile
	1,010	981	28	🔴🟡🟡

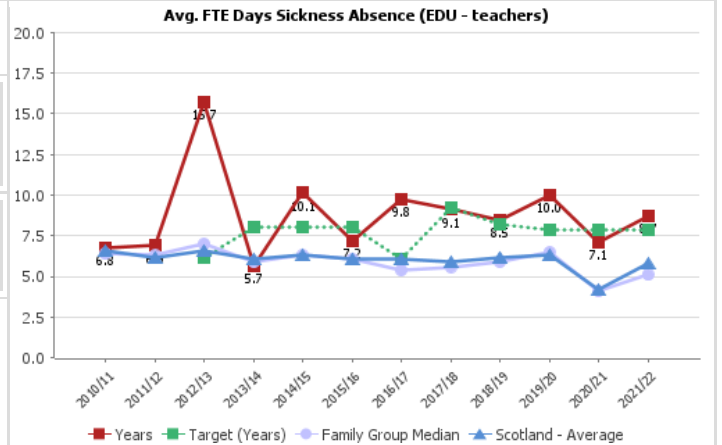
Lower than national. 6.5% yearly increase compared to 0.9% yearly increase nationally. Higher than pre-Covid levels. Last 3 years increasing trend.



Average working days lost through sickness absence per teacher

	Clacks Value	Long Trend	Target	Status
21/22	8.7	↕	7.9	⚠️
Family Group		Scotland	Rank	Quartile
5.1		5.8	32	🔴🟡🟢

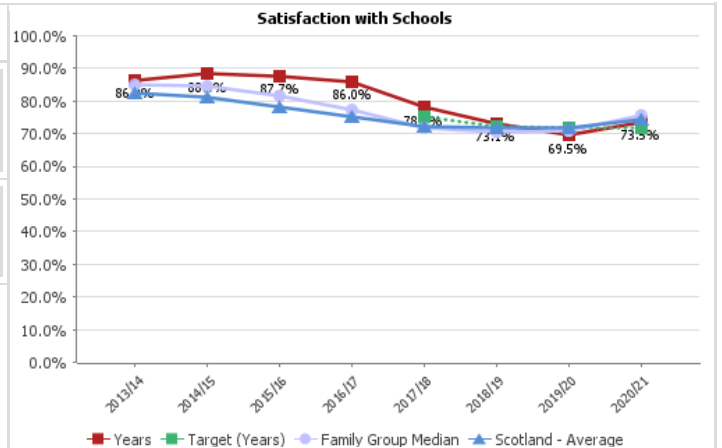
As staff returned to Schools following the lifting of restrictions in place during COVID there was an evidential increase in shorter term absence in addition to continued longer term absences. The Council continues to manage all absence in line with its attendance procedures and has in place, and continues to develop, significant amounts of resources to manage health and wellbeing.



Satisfaction with schools (3 year average)

	Clacks Value	Long Trend	Target	Status
20/21	73.5%	↓	71.8%	✅
Family Group		Scotland	Rank	Quartile
75.7%		74.5%	24	🟡🟡🟢

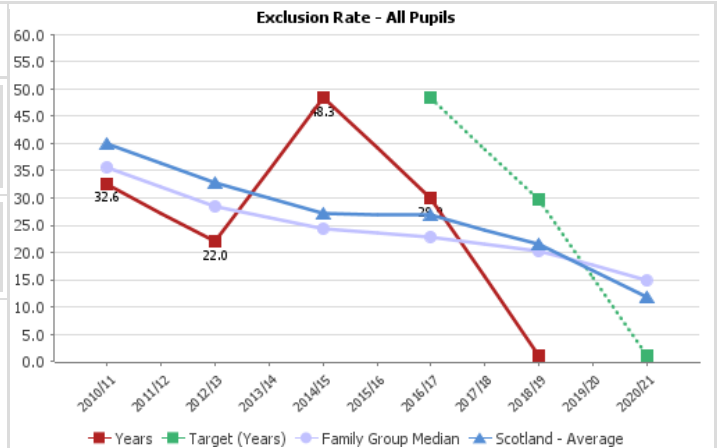
Methodological changes to the Scottish Household Survey mean 20/21 data was not comparable to previous - we have not been advised of national plans for future reporting.



School exclusions - all pupils (per 1,000 pupils) (Biennial)

	Clacks Value	Long Trend	Target	Status
20/21	N/A	?	1.2	?
Family Group		Scotland	Rank	Quartile
14.9		11.9	N/A	N/A

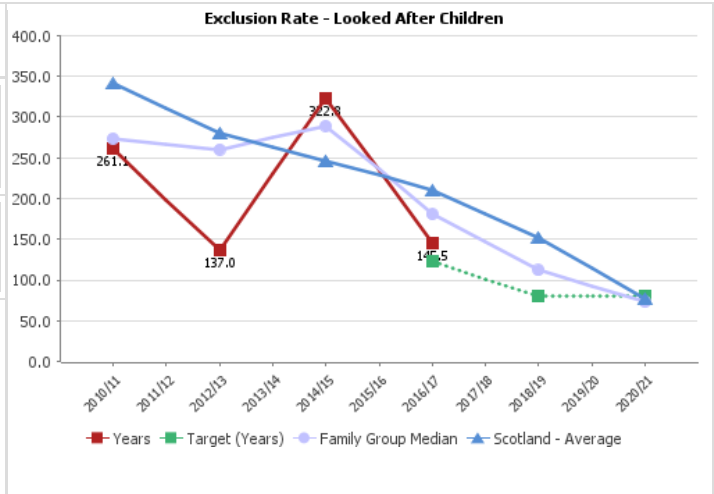
No exclusions reported. Schools have worked in partnership to ensure they embed restorative approaches to behaviour management and that they meet learners' needs by working collaboratively with partners and referring to IRG, Clacks School Support Service, FLIP Plus, Psychological Services as required.



School exclusions - Looked After Children (per 1,000 Looked After Children) (Biennial)

	Clacks Value	Long Trend	Target	Status
20/21	N/A	?	79.9	?
Family Group	Scotland	Rank	Quartile	
73.4	77.8	N/A	N/A	

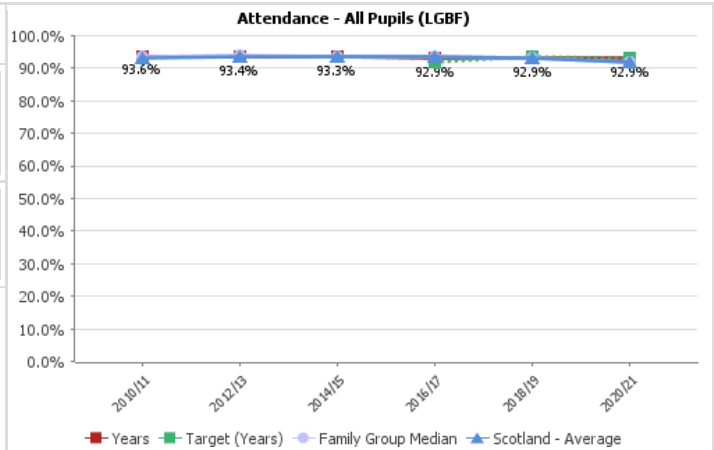
No exclusions reported. Schools have worked in partnership to ensure they embed restorative approaches to behaviour management and that they meet learners' needs by working collaboratively with partners and referring to IRG, Clacks School Support Service, FLIP Plus, Psychological Services as required.



School attendance - all pupils (Biennial)

	Clacks Value	Long Trend	Target	Status
20/21	92.9%	↔	93.0%	✓
Family Group	Scotland	Rank	Quartile	
92.0%	92.0%	13	III	

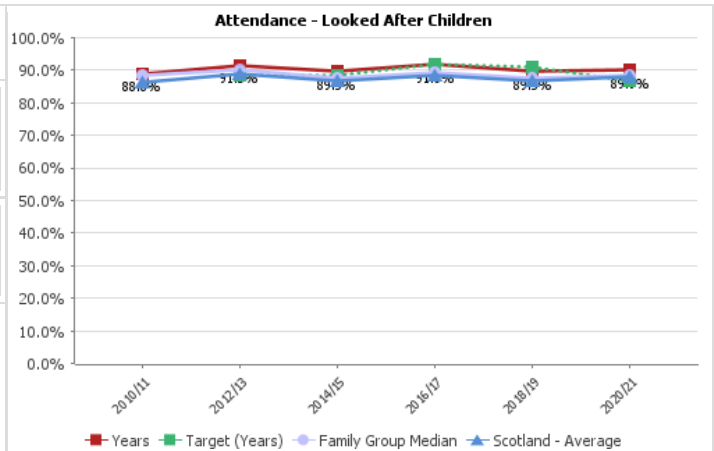
School attendance data was impacted by Covid.



School attendance - Looked After Children (Biennial)

	Clacks Value	Long Trend	Target	Status
20/21	89.9%	↔	86.8%	✓
Family Group	Scotland	Rank	Quartile	
88.4%	87.9%	5	III	

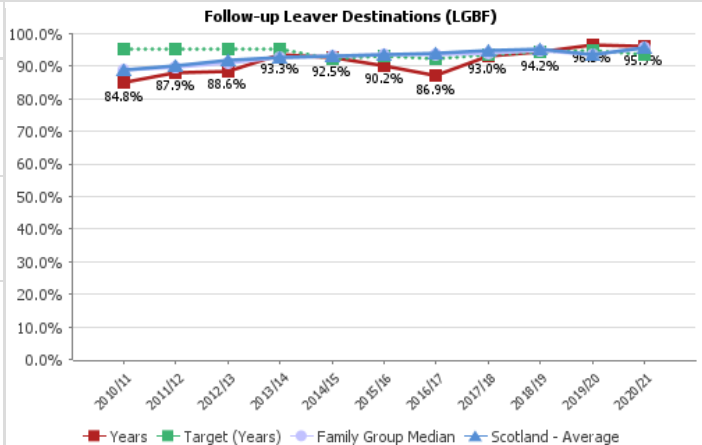
Attendance remains an area of focus for the service and schools



👍 School leavers entering positive destinations

	Clacks Value	Long Trend	Target	Status
20/21	95.9%	↑	93.3%	✅
	Family Group	Scotland	Rank	Quartile
	95.7%	95.5%	13	🟢🟢🟢

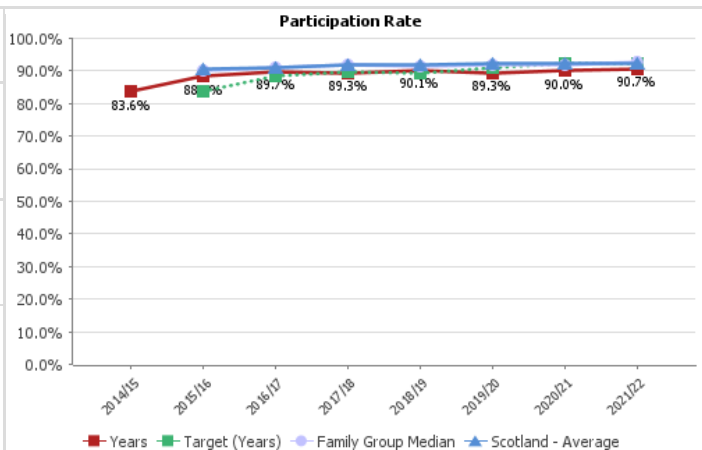
Clackmannanshire remains one of the better performing authorities in Scotland. The picture for the initial destination rate remains very pleasing. Success is attributed to ongoing robust tracking and monitoring of young people, strengthened partnerships with Skills Development Scotland staff and a relentless focus on every young person's preferred pathway and anticipated leaving date. Higher than national 0.6pp yearly increase compared to 0.3pp yearly increase nationally. Higher than pre-Covid levels and same as highest recorded in 19/20. Latest data shows that 96.5% of all young people in Clacks entered an initial positive destination; higher than the previous year and the Scotland-wide figure of 95.7%.



👉 16-19 year-olds participating in employment, education or training

	Clacks Value	Long Trend	Target	Status
21/22	90.7%	↔	92.2%	✅
	Family Group	Scotland	Rank	Quartile
	92.8%	92.4%	29	🔴🟡🟢

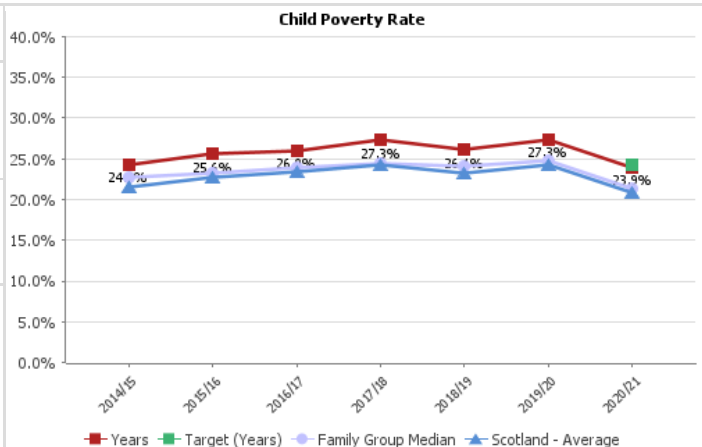
Percentage of young adults (16-19 year olds) participating in education, training or employment. (Rate published refers to the cohort of leavers in the previous year, e.g. 2022 rate refers to 2020/21 leavers.) The proportion of 16-19-year-olds participating in education, training or employment in Clacks in 2022 was 90.7%, just below the Scotland wide figure of 92.4%. Lower than national by 1.6pp. 0.8pp yearly increase compared to 0.2pp yearly increase nationally. Higher than pre-Covid levels.



👉 Child Poverty Rate (After Housing Costs)

	Clacks Value	Long Trend	Target	Status
20/21	23.9%	↔	24.3%	✅
	Family Group	Scotland	Rank	Quartile
	21.3%	20.9%	29	🔴🟡🟢

There are some unexplained national trends in this indicator, with virtually all authorities improving in 18/19 and 20/21, and virtually all declining in other years (with almost static rankings across the full 7-year period). The national LGBF report attributes the 20/21 reduction to pandemic-related Universal Credit uplifts for low-income families. If this were the case, however, areas of high deprivation would expect to see a greater reduction in poverty levels, which does not appear evident (our family group reduced by 14.1% - exactly the same as the Scottish average). With authorities' results following the same trends, regardless of widely varying local initiatives to address this issue, it would appear that performance is

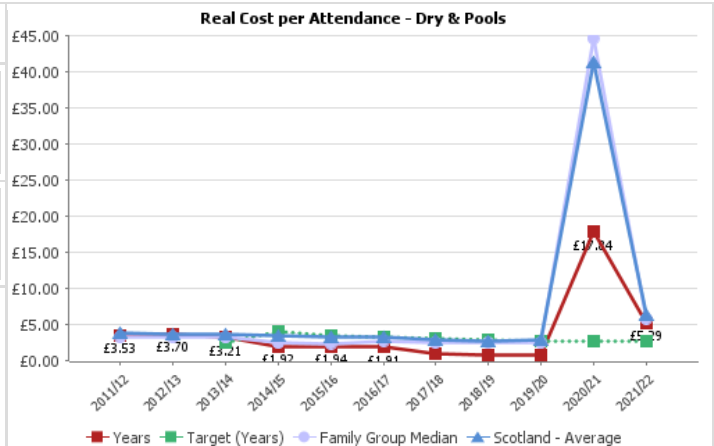


far more closely linked to wider national and UK factors than local actions. Further research and collaboration will therefore be required to identify ways in which authorities can stop being a 'hostage to fortunes' in wider external decision-making and begin to take some form of local control and responsibility in order to make meaningful differences to the lives of children living in poverty.

Cost per attendance at sports facilities

	Clacks Value	Long Trend	Target	Status
21/22	£5.29	↑	£2.71	🔴
Family Group		Scotland	Rank	Quartile
£5.81		£6.43	12	🟡🟡🟡

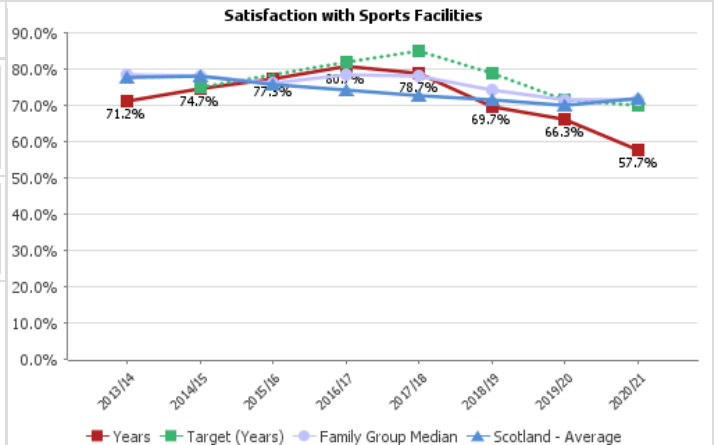
We operated a phased reopening of our community facilities (indoor and outdoor) from 26th April 2021 as Covid restrictions eased and customer confidence increased. Our main Sport & Leisure offering within our PPP Secondary Schools remained outdoors only until Aug 2021 when a phased reopening of the indoor facilities commenced. Our indoor offer increased throughout the academic year and by March 2022 bookings were close to pre pandemic levels. We chose not to furlough staff at any point during Covid restrictions to support vaccinations centres and childcare hubs. This redeployment of staff will have contributed to the higher costs per visit figure.



Satisfaction with sports facilities (3 year average)

	Clacks Value	Long Trend	Target	Status
20/21	57.7%	↓	70.1%	🔴
Family Group		Scotland	Rank	Quartile
71.4%		71.8%	31	🔴🟡🟡🟡

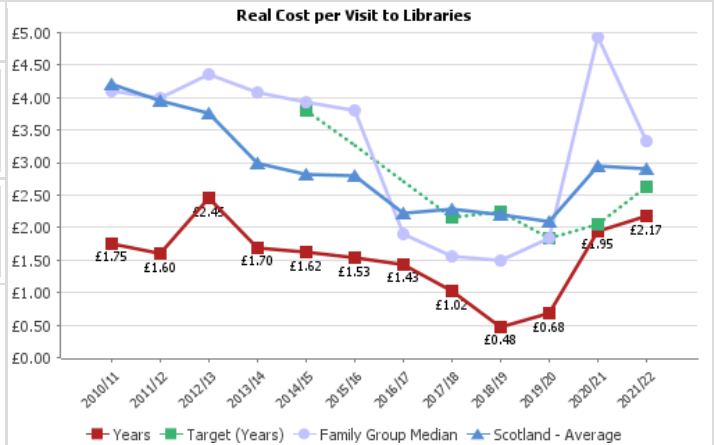
Our 20/21 ranking will be affected by the closure of the Leisure Bowl in March 2022. Plans are in place to build a new Wellbeing Hub with swimming pool and a range of leisure facilities. During the pandemic and again in October and December 2022 the Sport and Leisure Team conducted customer satisfaction surveys with users of the community leisure facilities, PPP school leisure facilities and Firpark Ski Centre. 80% of customers said their experience was either very good or excellent across the Council programmes (this does not include the Leisure Bowl). The data in these surveys is informing our future service provision.



Cost per visit to libraries

	Clacks Value	Long Trend	Target	Status
21/22	£2.17	↑	£2.63	🟢
Family Group		Scotland	Rank	Quartile
£3.32		£2.89	8	🟢🟢🟢

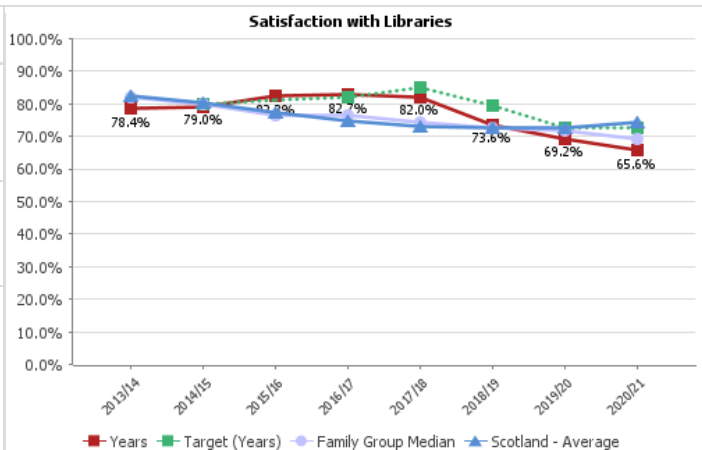
Physical visits to libraries are reducing and with costs spread across a small number of libraries the cost per visit will inevitably increase.



👎 Satisfaction with libraries (3 year average)

	Clacks Value	Long Trend	Target	Status
20/21	65.6%	↓	72.4%	⚠️
	Family Group	Scotland	Rank	Quartile
	69.2%	74.4%	27	🔴🟡🟢🟣

Methodological changes to the Scottish Household Survey mean 20/21 data was not comparable to previous - we have not been advised of national plans for future reporting.



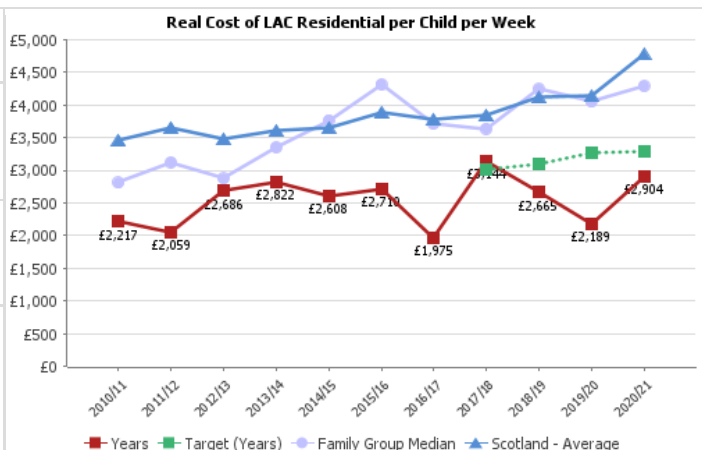
Child Protection

People Directorate – Children’s Social Work

👉 Cost of services for Looked After Children in residential care per child per week

	Clacks Value	Long Trend	Target	Status
20/21	£2,904	↑	£3,293	✅
	Family Group	Scotland	Rank	Quartile
	£4,288	£4,778	8	🟢🟢🟢

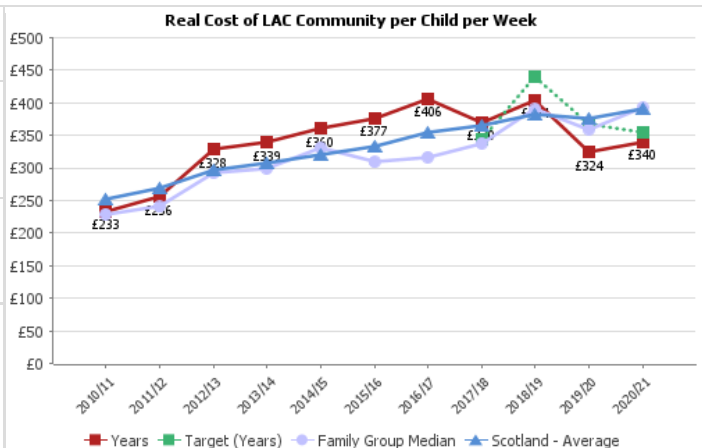
The number of children in residential care remained consistent and cost increases reflect the Scottish trend as they are dependent on national framework variations. Costs are lower than the median for our family group (authorities with similar levels of deprivation). Reducing external placements remains a key aim of The Promise, keeping children & young people in their local community. No children placed in secure accommodation for several years.



👍 Cost of services for Looked After Children in the community per child per week

	Clacks Value	Long Trend	Target	Status
20/21	£340	↓	£354	✅
	Family Group	Scotland	Rank	Quartile
	£392	£390	15	🟡🟡🟡

The most significant change has been an increase in children & young people in family based provision, particularly kinship care (friends/relatives). Reducing external foster care and increasing local continues to be a key priority. Clackmannanshire continues to be reliant on externally provided foster care placements, 20.4% compared to the Scottish average of 9.9%. This is due to insufficient local foster carers to meet the needs of our care experienced children and young people. We have significantly increased the number of children placed with

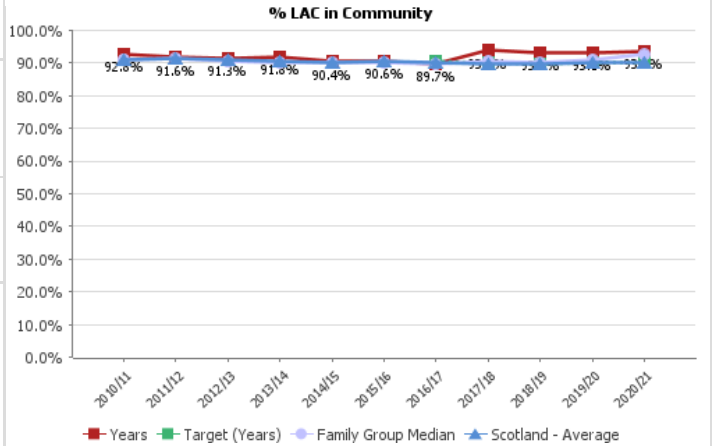


kinship carers in the past four years in an effort to keep children and young people within their extended families and local communities wherever possible and our Family Group Decision Making (FGDM) Service has supported this outcome.

👍 Looked After Children cared for in the community

	Clacks Value	Long Trend	Target	Status
20/21	93.7%	↑	90.1%	🟢
	Family Group	Scotland	Rank	Quartile
	92.5%	90.3%	3	🟢🟢🟢

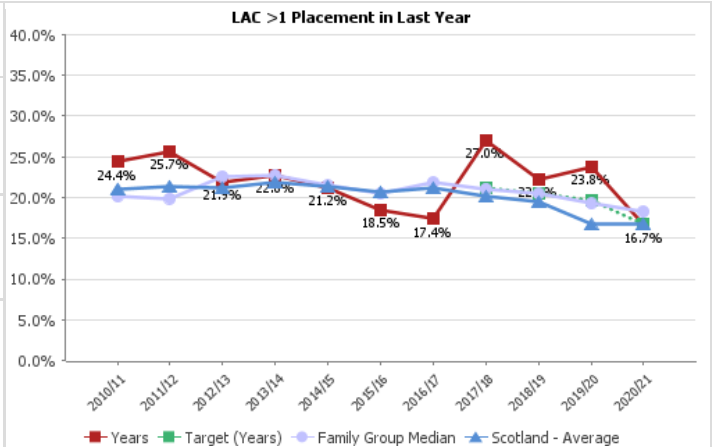
The largest proportion of care experienced children continue to be cared for by friends/relatives, almost half at 46%; which is higher than the Scottish average (33%). Kinship families play a vital role in providing stable, nurturing homes for children who are unable to live with their parents. 19% are at home with parents (Scottish average 22%), 9% in local foster care (SA 24%) and notably 20% external fostering (SA 10%). Activities focus on reducing external fostering in favour of local to align better with the national picture, reduce costs further and focus clearly on supporting children in local communities.



👍 Looked After Children with more than 1 placement in the last year

	Clacks Value	Long Trend	Target	Status
20/21	16.7%	↓	16.7%	🟢
	Family Group	Scotland	Rank	Quartile
	18.3%	16.8%	12	🟡🟡🟡

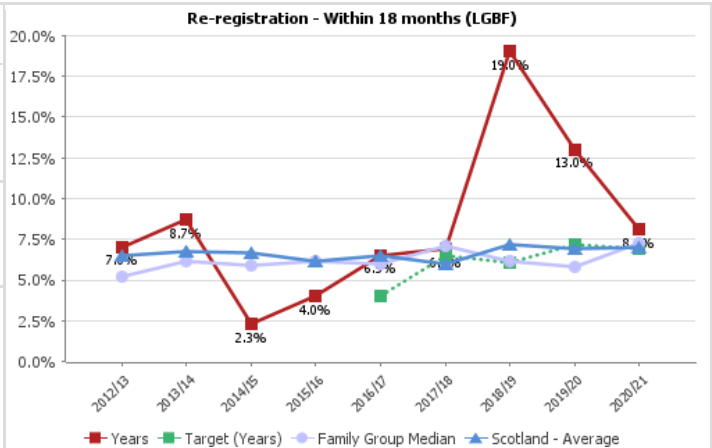
During 2021, 16.7% of care experienced children in Clackmannanshire had 1 or more placement. We have improved substantially from the bottom quartile in 19/20 to below the Scottish average in 20/21, which was the 4th biggest improvement of all 32 local authorities. Continued effort to increase local community placements will minimise unnecessary moves and maintain children and young people within their own community.



👎 Child Protection re-registration within 18 months

	Clacks Value	Long Trend	Target	Status
20/21	8.1%	↑	6.9%	🔴
	Family Group	Scotland	Rank	Quartile
	7.3%	7.0%	19	🟡🟡🟡

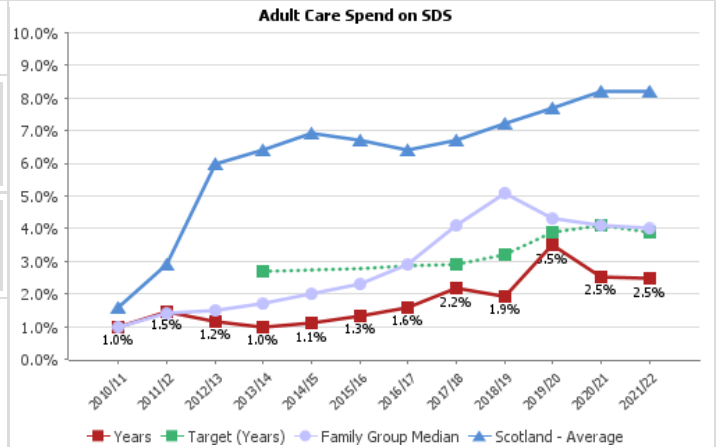
Continued improvement for the second year, from being ranked 32nd in Scotland in 18/19, to now performing just above the Scottish average. We used the national figure as an ambitious target and trends suggest this will be achieved next year. The red status reflects the low numbers involved in this indicator – had we achieved 7.9%, this would have been amber, and 7.2% is the green threshold, therefore we are less than 1% away from achieving this.



Self-directed Support spend on adults (as % of social work spend on adults)

	Clacks Value	Long Trend	Target	Status
21/22	2.5%	↑	3.9%	🛑
	Family Group	Scotland	Rank	Quartile
	4.0%	8.2%	30	🔴🟡🟢

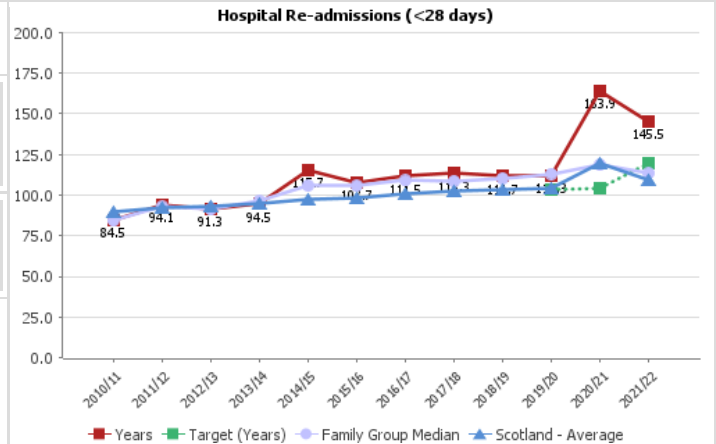
A Self-Directed Support project plan has been developed outlining how SDS will be implemented across the HSCP. The SDS Framework of Standards has been referenced throughout the plan to ensure that values and principles align. An SDS Steering Group will provide an opportunity for all stakeholders, including those with lived experience to come together to plan, oversee and influence the local approach. The membership for this group includes HSCP staff (from locality managers, commissioning, and data analysts), Third Sector, carer representation and people with lived/living experience of SDS. The First SDS Steering Group is due to take place on 28th April 2022.



Hospital re-admissions within 28 days (per 1,000 discharges)

	Clacks Value	Long Trend	Target	Status
21/22	145.5	↑	120.0	🛑
	Family Group	Scotland	Rank	Quartile
	113.5	109.6	31	🔴🟡🟢

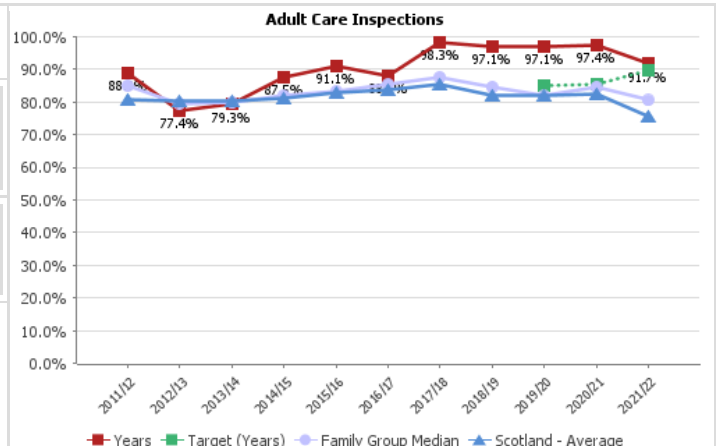
This data is complicated by Covid-19 and reasons for readmission may not be related to the original health admission. NHS FV have introduced Discharge without Delay approaches as part of wider hospital redesign efforts with an encouraging reduction in bed days lost from November 21.



Adult Care services graded good or better in inspections

	Clacks Value	Long Trend	Target	Status
21/22	91.7%	↔	89.6%	✅
	Family Group	Scotland	Rank	Quartile
	80.5%	75.8%	1	🟢🟢🟢

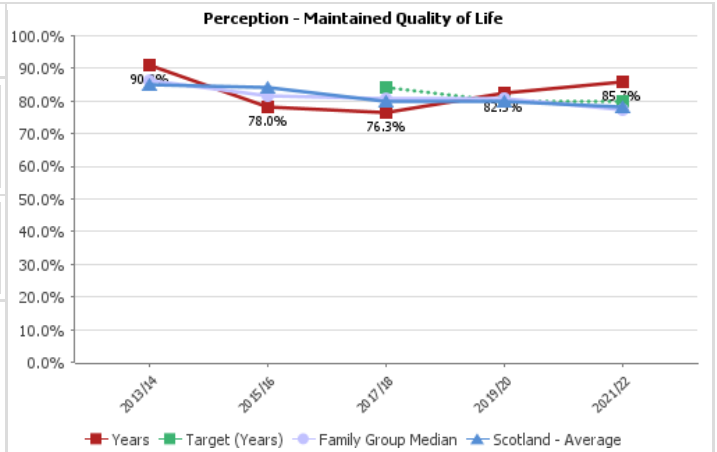
The Care Inspectorate led a joint inspection of adult support and protection in collaboration with Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland across the Clackmannanshire area between October 2021 and February 2022. They concluded the partnership's key processes for adult support and protection were effective with areas for improvement. There were clear strengths supporting positive experiences and outcomes for adults at risk of harm, which collectively outweighed the areas for improvement.



Adults agreeing support improved or maintained quality of life (Biennial)

	Clacks Value	Long Trend	Target	Status
21/22	85.7%	↑	80.0%	✅
	Family Group	Scotland	Rank	Quartile
	77.4%	78.1%	3	🟢🟢🟢

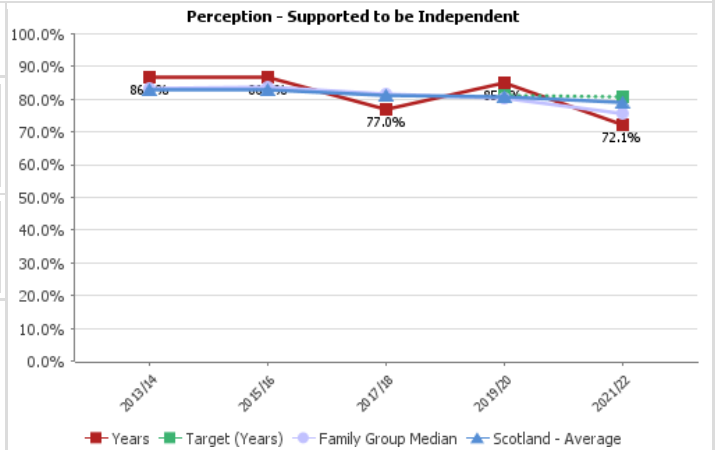
The HSCP continues to focus on the development of care and support which will offer individuals, their families and carers more choice and control.



Adults agreeing they are supported to live as independently as possible (Biennial)

	Clacks Value	Long Trend	Target	Status
21/22	72.1%	↓	80.8%	⚠️
	Family Group	Scotland	Rank	Quartile
	75.8%	78.8%	30	🔴🟡🟡🟡

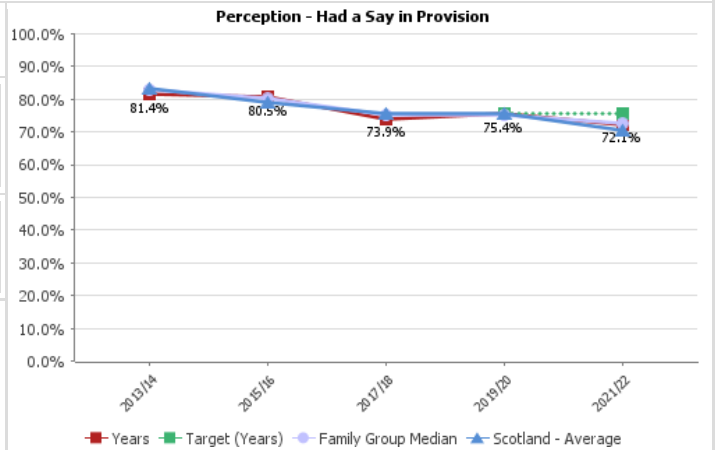
The HSCP continues to focus on the development of care and support which will offer individuals, their families and carers more choice and control.



Adults agreeing they had a say in how support was provided (Biennial)

	Clacks Value	Long Trend	Target	Status
21/22	72.1%	↓	75.4%	✅
	Family Group	Scotland	Rank	Quartile
	72.6%	70.6%	16	🟡🟡🟡

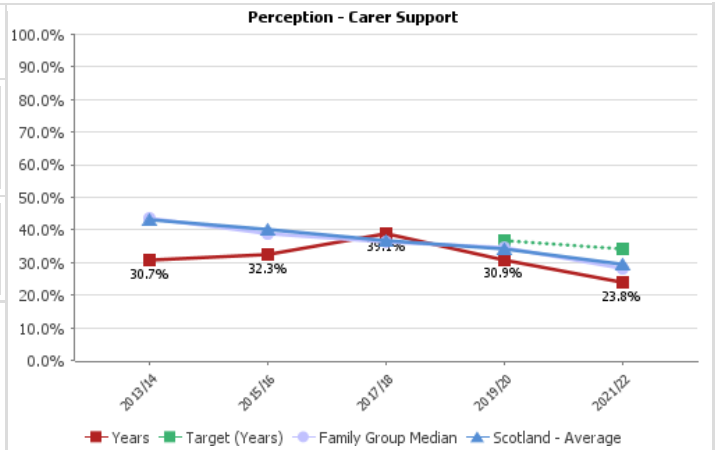
The HSCP continues to focus on the development of care and support which will offer individuals, their families and carers more choice and control.



Unpaid carers who feel supported to continue in their caring role (Biennial)

	Clacks Value	Long Trend	Target	Status
21/22	23.8%	↓	34.3%	🛑
	Family Group	Scotland	Rank	Quartile
	28.1%	29.7%	32	🔴🟡🟡🟡

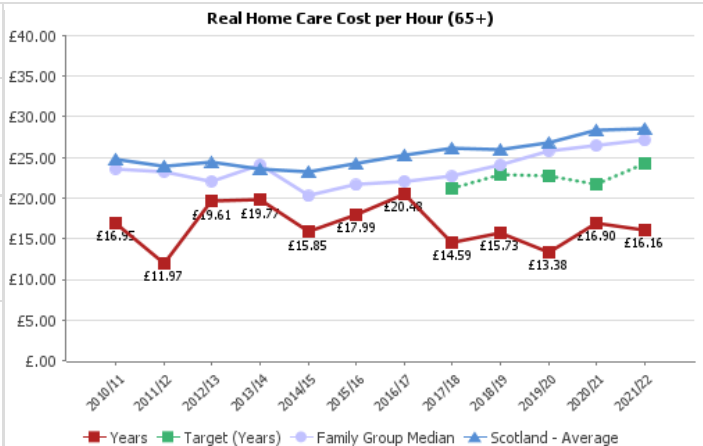
Work continues through the Carers Planning Group to further engage with carers in communities. During 21/22 the HSCP planned to recruit a Carers lead role to progress the work to further support unpaid carers to continue their caring role. Early intervention and preventative supports continue to be accessible via local carers centres.



Cost of (expenditure on) home care for older people (65+) per hour

	Clacks Value	Long Trend	Target	Status
21/22	£16.16	↑	£24.31	✅
Family Group	Scotland	Rank	Quartile	
£27.10	£28.57	1	🟢🟢🟢	

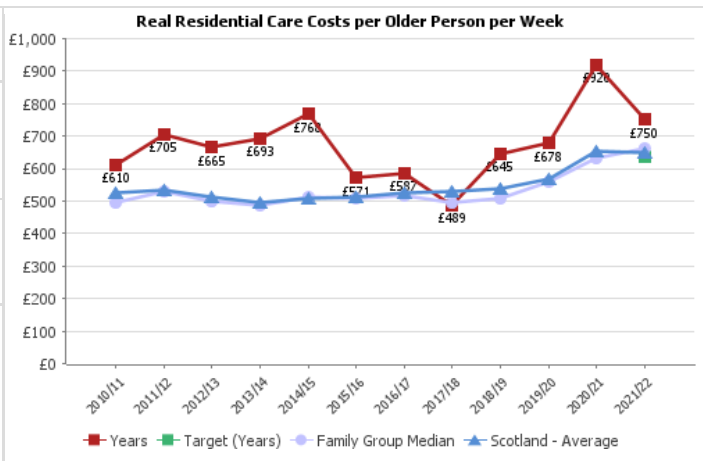
These costings are nationally regulated and continue to remain well within target and less than national average.



Cost of (expenditure on) residential care for older people (65+) per resident per week

	Clacks Value	Long Trend	Target	Status
21/22	£750	↑	£637	⚠️
Family Group	Scotland	Rank	Quartile	
£662	£649	26	🔴🟡🟡🟡	

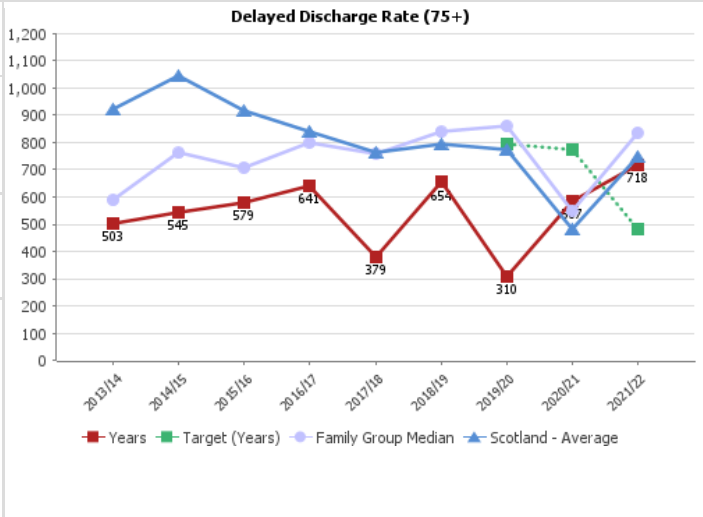
Net figures are no longer available due to a change in the Scottish Government financial return, and historical values have been recalculated nationally using gross costs. Previously set targets are, therefore, no longer applicable, and will be reset for future years.



Delayed discharge days per 1,000 population (75+)

	Clacks Value	Long Trend	Target	Status
21/22	718	↑	484	⚠️
Family Group	Scotland	Rank	Quartile	
836	748	16	🟡🟡🟡	

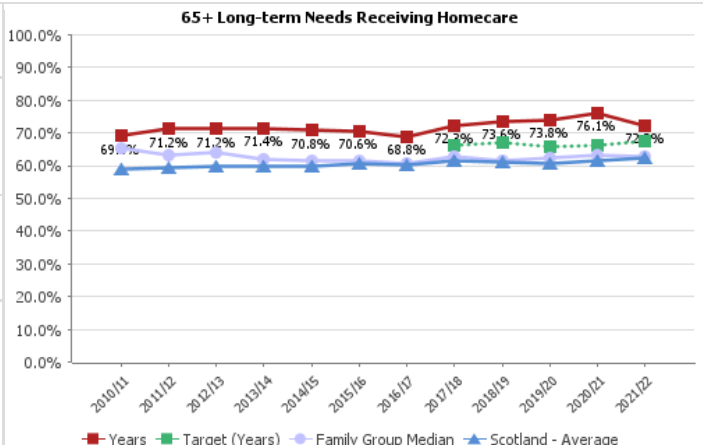
Discharges continue to be treated as priority 1 under eligibility criteria. This key area has been challenging during the pandemic and related crisis within care at home and care homes. Attendance at hospital has been variable due to public behaviour during lockdowns, creating demand surges within a sector that is struggling with the impact of self isolation on staff and clients.



Older people (65+) with long-term needs receiving home care

	Clacks Value	Long Trend	Target	Status
21/22	72.3%	↔️	67.3%	✅
Family Group	Scotland	Rank	Quartile	
62.9%	62.3%	3	🟢🟢🟢	

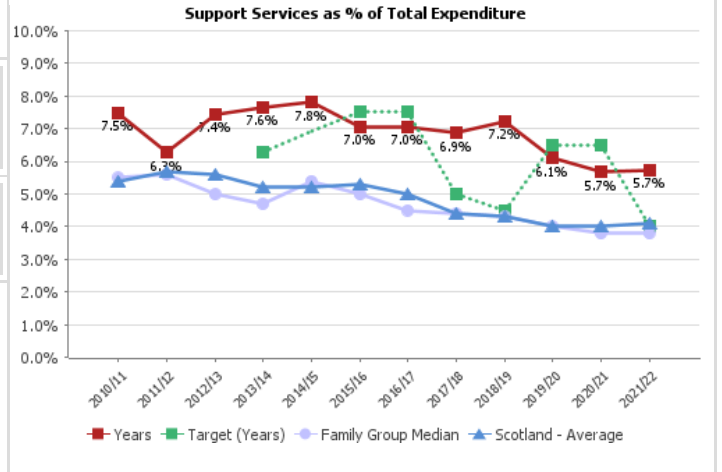
In line with the HSCP vision, the provision of care at home to meet the long term needs of people aged 65+ remains a priority.



Support services as % of total expenditure

	Clacks Value	Long Trend	Target	Status
21/22	5.7%	↓	4.0%	🔴
	Family Group	Scotland	Rank	Quartile
	3.8%	4.1%	30	🔴🔴🔴🔴

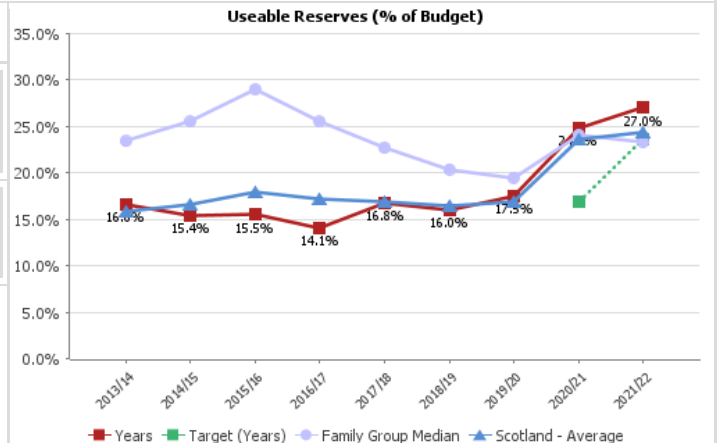
Over 12 years, general fund increased by 4% and support services reduced by 21% (both 'real' terms). We will always have low rankings here as central duties are not proportional to budget – we must produce/support the same strategies/policies, financial/legal/HR processes, IT systems, web pages, etc. as any other authority.



Useable reserves (as % of budgeted net revenue)

	Clacks Value	Long Trend	Target	Status
21/22	27.0%	↑	23.6%	✅
	Family Group	Scotland	Rank	Quartile
	23.3%	24.4%	11	🟡🟡🟡

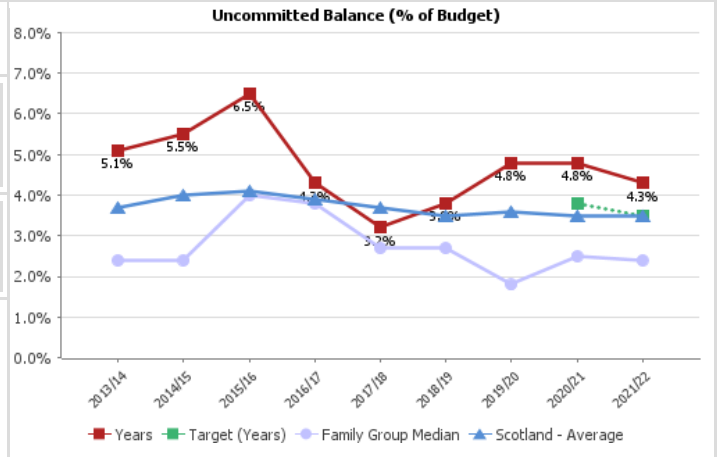
Reserves increased by 63% over 9 years. Significant improvement in 20/21, mainly due to underspends in both GF (£8m) and HRA (£3m) as a result of disruption to services during the pandemic. Further 9% improvement last year, above Scotland & Family Group for 2nd year.



Uncommitted general fund balance (as % of budgeted net revenue)

	Clacks Value	Long Trend	Target	Status
21/22	4.3%	↑	3.5%	✅
	Family Group	Scotland	Rank	Quartile
	2.4%	3.5%	6	🟢🟢🟢

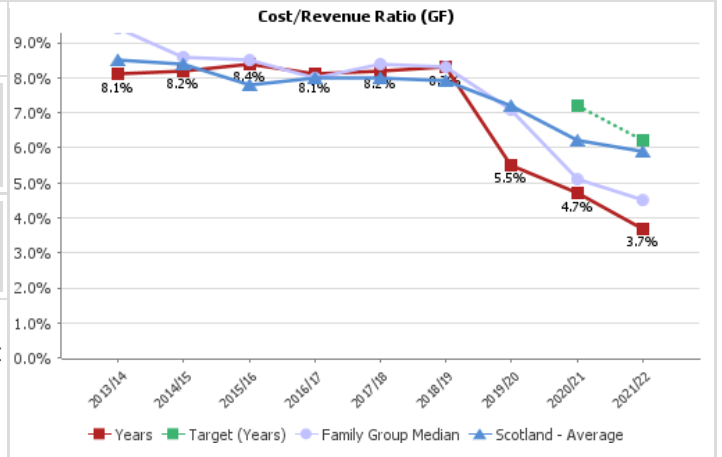
Top quartile apart from 16/17 & 17/18 and consistently above Family Group. Year-end underspends contributed in 20/21 and despite slight decline in 21/22 rank improved by 1 place, ensuring the Council remains equipped to meet unforeseen financial pressures within the year.



Ratio of financing costs to net revenue stream - general fund

	Clacks Value	Long Trend	Target	Status
21/22	3.7%	↓	6.2%	✅
	Family Group	Scotland	Rank	Quartile
	4.5%	5.9%	8	🟢🟢🟢

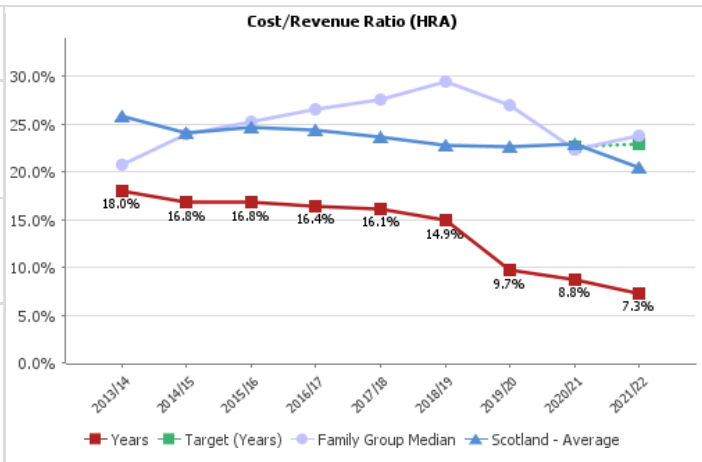
During 19/20, the Council reviewed and amended its Loans Fund policy to smooth the repayment profile of debt over the average life of assets and as a consequence reduced loans fund principal repayments. Improved from 19th to 8th in 19/20, remaining in the top quartile since.



Ratio of financing costs to net revenue stream - housing revenue account

	Clacks Value	Long Trend	Target	Status
21/22	7.3%	↓	22.9%	✅
Family Group	Scotland	Rank	Quartile	
23.8%	20.5%	2	🟢🟢🟢	

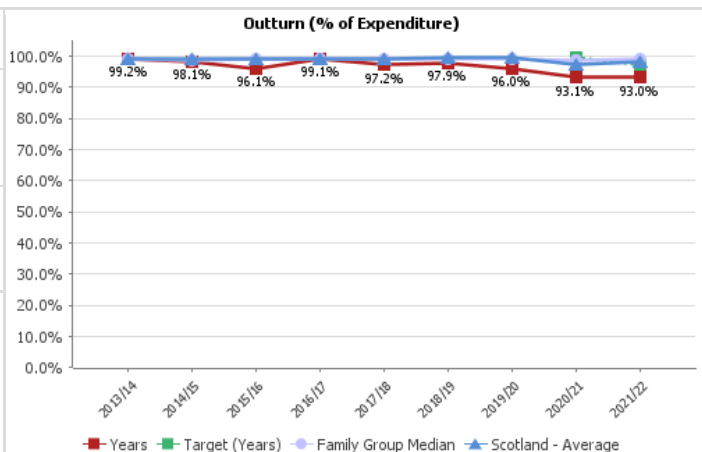
As with general fund (above) improvements since 19/20 linked to Loans Fund policy review. Consistently strong performer, better than Scotland and Family Group, top quartile for 6 out of 9 years (including previous 5), and 17% improvement last year was 3rd greatest in Scotland.



Outturn as % of budgeted expenditure

	Clacks Value	Long Trend	Target	Status
21/22	93.0%	↔	97.4%	✅
Family Group	Scotland	Rank	Quartile	
99.1%	98.3%	30	🔴🟡🟡	

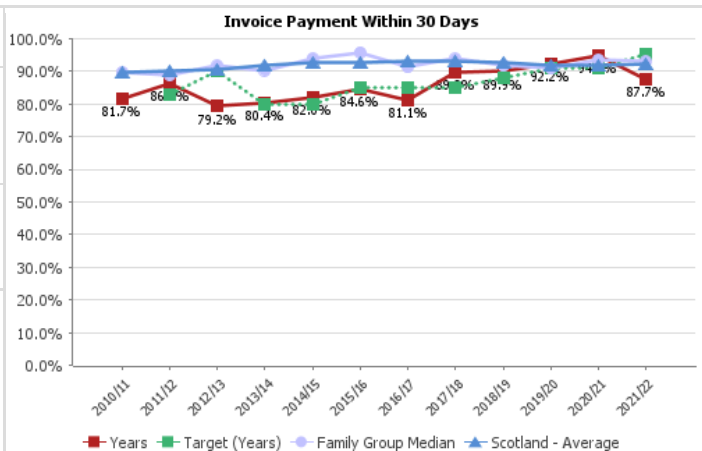
Spend in 20/21 was less than budgeted mainly due to additional grant income received late in the year carried forward into 21/22 to match spend. Spending restraint also contributed to the lower figure, remaining broadly static in 21/22 due to ongoing financial pressures.



Invoices paid within 30 days

	Clacks Value	Long Trend	Target	Status
21/22	87.7%	↔	95.0%	⚠️
Family Group	Scotland	Rank	Quartile	
93.0%	92.2%	24	🟡🟡🟡	

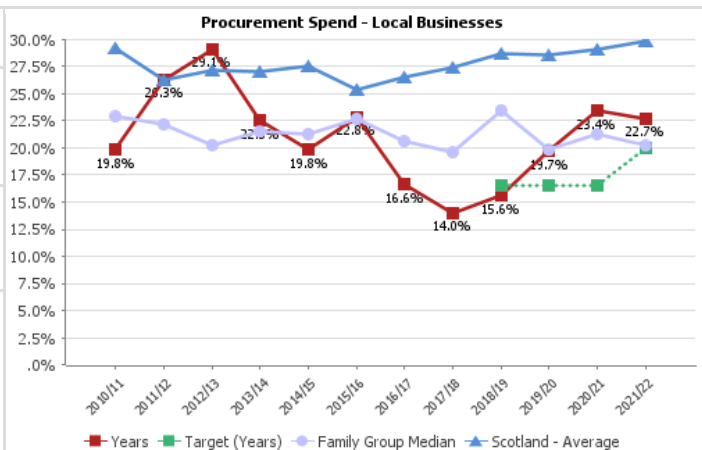
Steady improvement (29th to 31st place up to 16/17) to 10th in 20/21 due to developments in invoice processing, including the TechOne financial system. Reasons for 21/22 decline to be investigated – total invoices down 5% but those paid within a month down 12% – may relate to how free school meal & hardship payments are classified on the system. Adherence to process is monitored and addressed by the Corporate Risk & Integrity Forum.



Procurement spend with local businesses

	Clacks Value	Long Trend	Target	Status
21/22	22.7%	↑	20.0%	✅
Family Group	Scotland	Rank	Quartile	
20.2%	29.9%	21	🟡🟡🟡	

Performance improvement against target and trend has continued. The Council is continuing to work with local suppliers as part of a wider range of initiatives supporting its commitment to Community Wealth Building and a Well-being Economy.

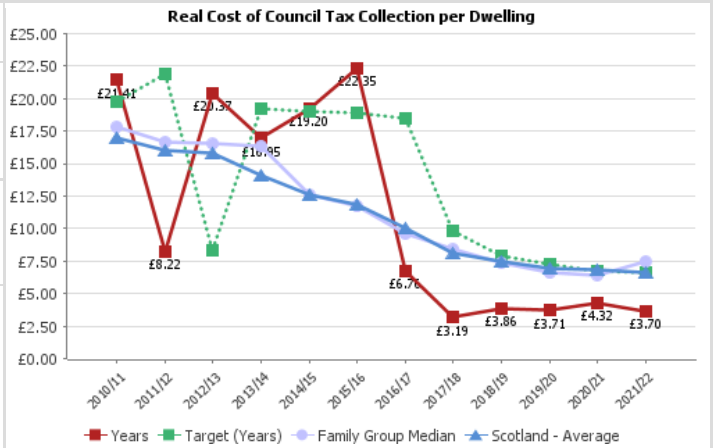


Cost of Council Tax collection (per dwelling)

	Clacks Value	Long Trend	Target	Status
21/22	£3.70	↑	£6.63	✓

	Family Group	Scotland	Rank	Quartile
	£7.46	£6.59	5	■■■■

5-year trend relatively academic given 79% improvement over 12 years is 2nd greatest in Scotland. 20/21 increase related to statutory costs and limited ability to recover debt during the pandemic. Top quartile for 6 years and 12% improvement in 21/22 was 7th highest in Scotland.

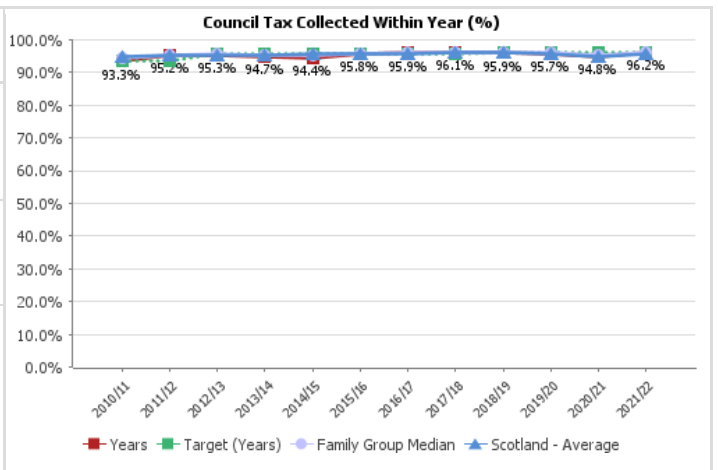


Income due from Council Tax collected within year

	Clacks Value	Long Trend	Target	Status
21/22	96.2%	↔	96.2%	✓

	Family Group	Scotland	Rank	Quartile
	96.2%	95.7%	16	■■■□

Authorities all perform very similarly (92.8% to 97.7%) with Clacks within 1% of the Scottish and Family Group figures for 7 years. All saw a pandemic-related reduction (0.1% to 2.4%) in 20/21. This was 1.0% in Clacks, but rates recovered by 1.5% in 21/22, the 5th best in Scotland.

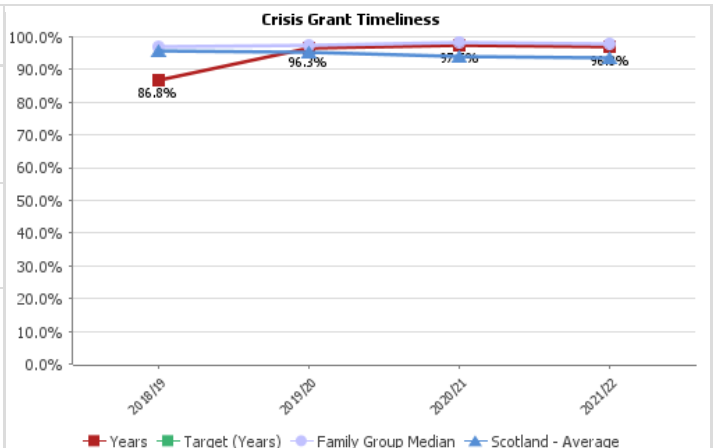


Crisis Grant decisions within 1 day

	Clacks Value	Long Trend	Target	Status
21/22	96.8%	↑		?

	Family Group	Scotland	Rank	Quartile
	97.9%	93.3%	18	■■□□

No target set as indicator added to framework 6 months after the end of the reporting year. Improved from 31st to 23rd, then 17th in 20/21 when Finance staff time was prioritised to processing these payments. Levels broadly maintained in 21/22 and targets set for future years.

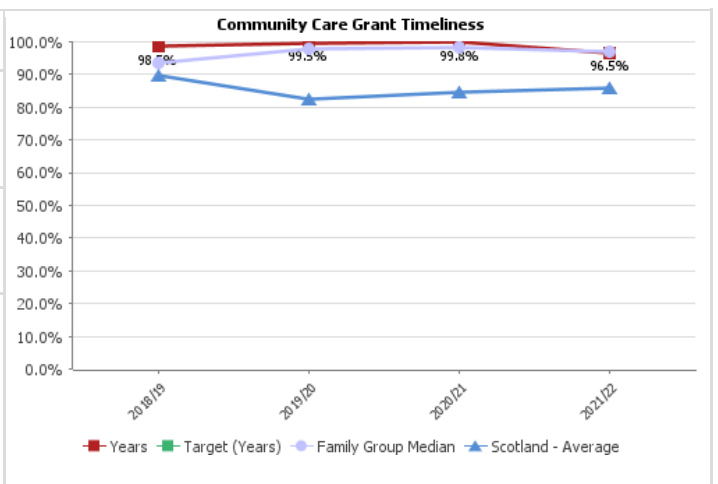


Community Care Grant decisions within 15 days

	Clacks Value	Long Trend	Target	Status
21/22	96.5%	↔		?

	Family Group	Scotland	Rank	Quartile
	97.0%	85.8%	12	■■■□

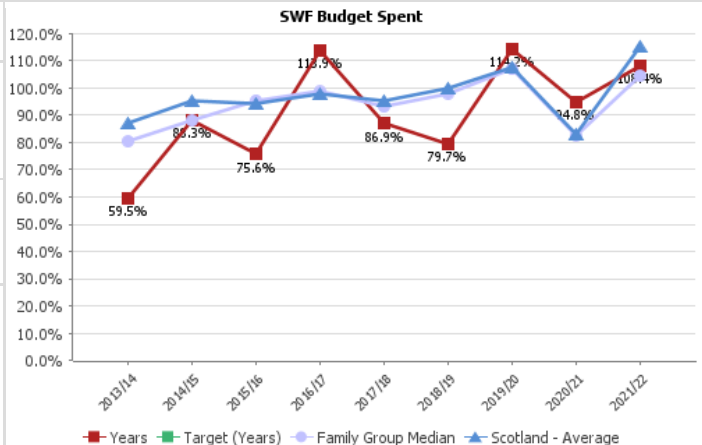
No target set as indicator added to framework 6 months after the end of the reporting year. Future targets set but raw data not supplied to fully analyse numbers of applications received. Difficult to improve on top quartile performance for previous 3 years, and excellent figure of 99.8% in 20/21 (only surpassed by 2 authorities).



👍 Scottish Welfare Fund budget spent at year end

	Clacks Value	Long Trend	Target	Status
21/22	108.4%	👆		?
Family Group		Scotland	Rank	Quartile
104.6%		115.2%	14	🟡🟡🟡

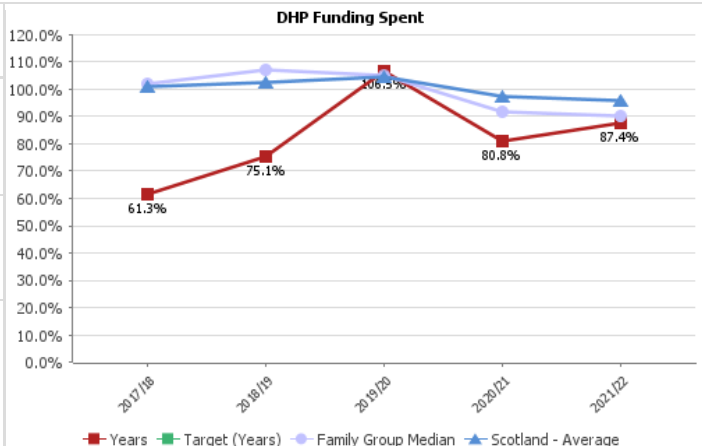
No target set as indicator added to framework 6 months after the end of the reporting year. Major national and local fluctuations, Clacks ranked in all 4 quartiles over last 5 years. Local reduction in 20/21 was less than national (17% vs 23%). Authorities' 21/22 values (between 29% & 198%) suggest national budget allocation requires review.



👍 Discretionary Housing Payments funding spent at year end

	Clacks Value	Long Trend	Target	Status
21/22	87.4%	👆		?
Family Group		Scotland	Rank	Quartile
90.1%		96.0%	20	🟡🟡

No target set as indicator added to framework 6 months after the end of the reporting year. 43% increase since 17/18 is largest improvement in Scotland, and 2nd best ranking improvement (12 places), with targets set for further progress in future years.

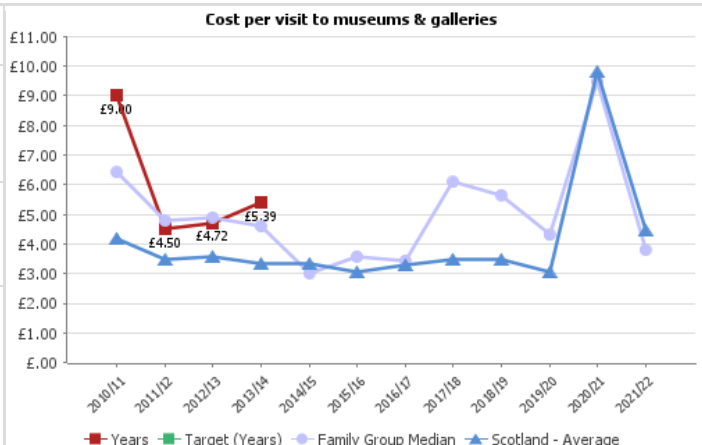


Museums Partnership & Performance Directorate – Legal & Governance

🔍 Cost per visit to museums & galleries

	Clacks Value	Long Trend	Target	Status
21/22	N/A	?		?
Family Group		Scotland	Rank	Quartile
£3.80		£4.46		

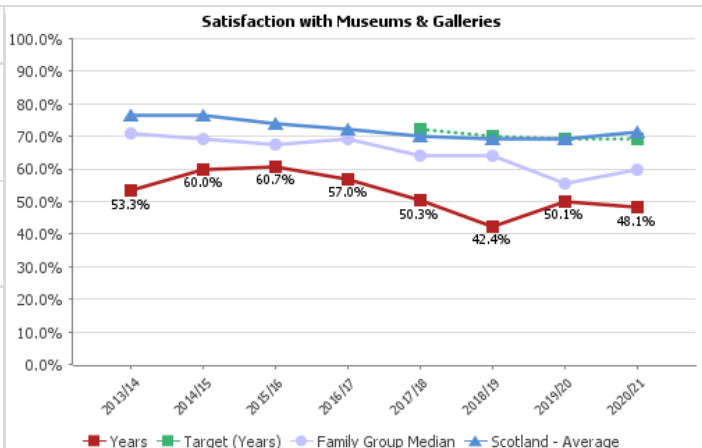
Clackmannanshire Council does not have a permanent museum.



🗨️ Satisfaction with museums & galleries (3 yr avg)

	Clacks Value	Long Trend	Target	Status
20/21	48.1%	👇	69.3%	🔴
Family Group		Scotland	Rank	Quartile
59.7%		71.3%	32	🔴

Methodological changes to the Scottish Household Survey mean 20/21 data was not comparable to previous - we have not been advised of national plans for future reporting.



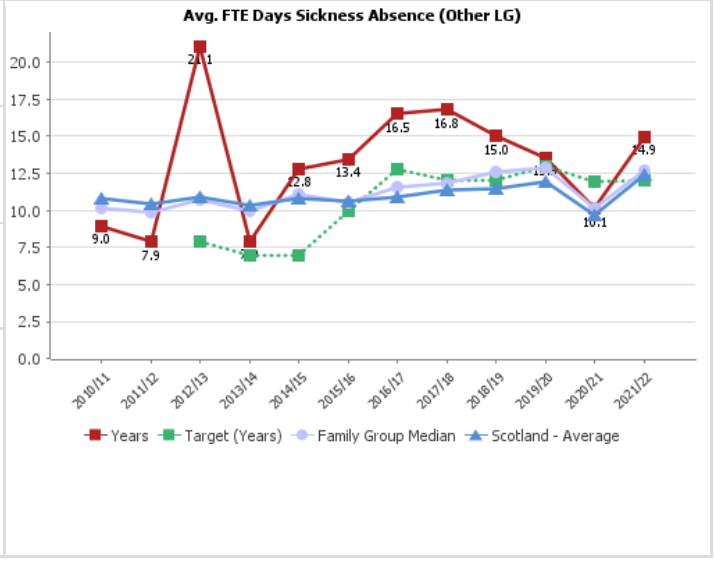
Absence Partnership & Performance Directorate – HR & Workforce Development

Average working days lost through sickness absence per local government employee (excluding Teachers – see schools)

	Clacks Value	Long Trend	Target	Status
21/22	14.9	↕	12.0	🛑

Family Group	Scotland	Rank	Quartile
12.7	12.4	30	■ □ □ □

Following the easing of COVID restrictions there has been a noticeable increases in levels of short term absence which had decreased in the previous year. Longer term absences remain the largest causes of absence. As a Council we endeavour to ensure the right support to our staff at the right time to enable our employees to thrive and be productive at work.



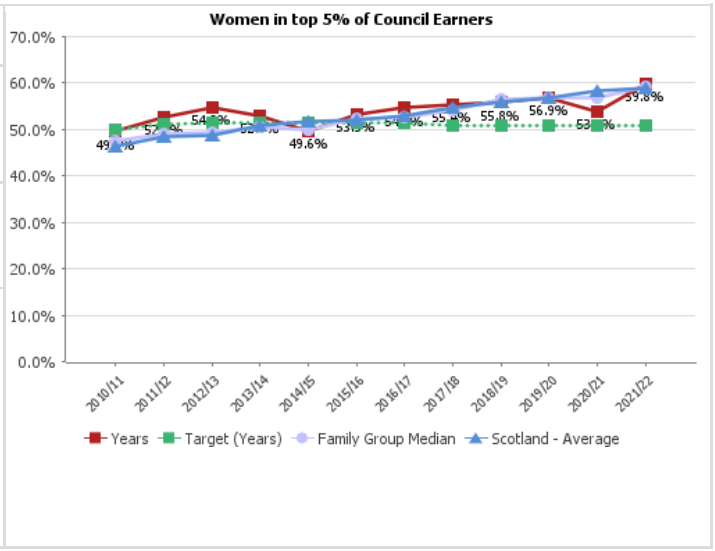
Equalities Partnership & Performance Directorate – Partnership & Transformation

Women in the highest paid 5% of Council earners

	Clacks Value	Long Trend	Target	Status
21/22	59.8%	↑	50.8%	🛑

Family Group	Scotland	Rank	Quartile
59.2%	59.0%	12	■ ■ ■ □

Nationally, results were closest to gender balance in 2013/14, with men being increasingly under-represented since. 50.8% of the Scottish working age population is female (our target), therefore, if rankings are based on variance from this, we have declined from 6th place to 19th in 21/22. This is, however, not considered the most important indicator, since recruitment is based on skills and competencies and not gender.



Gender pay gap (Council employees)

	Clacks Value	Long Trend	Target	Status
21/22	2.1%	↑	0.0%	⚠

Family Group	Scotland	Rank	Quartile
2.4%	3.5%	9	■ ■ ■ □

The % pay gap figure has risen since the previous reporting year however remains below the national figure for Scotland. Work undertaken by the Council to implement the real living wage is anticipated to improve this figure in the next reporting cycle.

