



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

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

Partnership and Performance Committee

Thursday 10 March 2022 at 9.30 am

Venue: Via MS Teams



Partnership and Performance Committee

- (1) To determine policies for the resources, risk and governance and strategic support
- (2) To set standards for service delivery in the above mentioned areas
- (3) To secure best value in the provision of these services
- (4) To consider reports and plans from Community Planning Partners and other partnership arrangements and, where appropriate, to monitor the achievement of agreed outcomes, standards and targets
- (5) To monitor performance in the delivery of services including consideration of:
 - quarterly service performance reports
 - inspection or other similar reports
 - financial performance
- (6) To keep under review the impact of the Committee's policies on Clackmannanshire

Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

Details of all of our Council and Committee dates and agenda items are published on our website at www.clacks.gov.uk

If you require further information about Council or Committee meetings, please contact Committee Services by e-mail at committees@clacks.gov.uk or by telephone on 01259 452006 or 452004.

2 March 2022

A MEETING of the PARTNERSHIP AND PERFORMANCE COMMITTEE will be held Via MS Teams, on THURSDAY 10 MARCH 2022 at 9.30 am.

**STUART CRICKMAR
Strategic Director (Partnership & Performance)**

B U S I N E S S

	Page no.
1. Apologies	- -
2. Declaration of Interests Members should declare any financial or non-financial interests they have in any item on this agenda, identifying the relevant agenda item and the nature of their interest in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	- -
3. Confirm Minute of Meeting of the Partnership and Performance Committee held on 13 January 2022 (Copy herewith)	05
4. Police Performance Report for Clackmannanshire April 2021 to September 2021 – report by the Local Police Commander (Copy herewith)	09
5. Fire Performance Report – Quarter 1& 2, 2021/22 – report by the Local Senior Officer, Stirling-Clackmannanshire-Fife LSO Area (Copy herewith)	41
6. Financial Performance 2021/22 – December Outturn report by the Chief Finance Officer (Copy herewith)	63
7. Business Plan 2021/23 – Update Report – report by the Strategic Director, Partnership and Performance (Copy herewith)	73

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

Councillors

Wards

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



**MINUTES OF MEETING of the PARTNERSHIP AND PERFORMANCE COMMITTEE held
Via MS Teams, on THURSDAY 13 JANUARY 2022 at 9.30 am.**

PRESENT

Councillor Donald Balsillie (Vice Convenor) (Chair)
Councillor Dave Clark
Councillor Denis Coyne
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Les Sharp
Councillor Mike Watson

IN ATTENDANCE

Stuart Crickmar, Strategic Director (Partnership and Performance) (Clerk to the Committee)
Lorraine Sanda, Strategic Director (People)
Lindsay Sim, Chief Finance Officer
Chris Alliston, Senior Manager, HR and Workforce Development
Cherie Jarvie, Senior Manager, Partnership and Transformation
Elizabeth Hutcheon, Management Accountancy Team Leader
Mark Bryce, Scottish Fire and Rescue Service
Paul Cunningham, Scottish Fire and Rescue Service
Heather Buchanan, Solicitor, Legal and Governance
Rose Hetman, Strategy and Performance Advisor, Legal and Governance
Melanie Moore, Committee Services, Legal and Governance

PPC(22)01 APOLOGIES

Apologies for absence were received from Councillor Helen Lewis (Convenor). In the Convenor's absence, the Vice Convenor, Councillor Donald Balsillie took the Chair.

PPC(22)02 DECLARATIONS OF INTEREST

None.

**PPC(22)03 MINUTE OF PARTNERSHIP AND PERFORMANCE COMMITTEE HELD
ON 28 OCTOBER 2021**

The minutes of the meeting of the Partnership and Performance Committee held on Thursday 28 October 2021 were submitted for approval.

Decision

The minutes of the meeting of the Partnership and Performance Committee held on Thursday 28 October 2021 were agreed as a correct record by the Committee.

PPC(22)04 LOCAL FIRE AND RESCUE PLAN - CLACKMANNANSHIRE

The purpose of the report, submitted by the Strategic Director (Partnership and Performance) sought agreement of the updated Local Fire and Rescue Plan for Clackmannanshire which had been submitted by Mark Bryce, Area Manager, Scottish Fire and Rescue, in line with requirements of the Police and Fire Reform (Scotland) Act 2012. Mark Bryce and Paul Cunningham were in attendance to present the updated Plan and answer any questions from the Committee.

Motion

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

Decision

The Committee agreed to:

1. Having challenged and commented on the report, the Committee agreed to note the Local Fire and Rescue Plan 2021 as set out at Appendix 1; and
2. Agree the Local Fire and Rescue Plan 2021 at Appendix 1 subject to ratification by Council.

Action

Strategic Director (Partnership and Performance)

PPC(22)05 FINANCIAL PERFORMANCE 2021/22 – OCTOBER OUTTURN

The report, submitted by Chief Finance Officer, provided an update on the financial performance for the Partnership and Performance Division of the Council in respect of revenue spend for the current financial year 2021/22. This was based on forecast information as at 31 October 2021. Capital expenditure will be reported to the Audit Committee on 3 February as part of the overall Council's financial performance report.

Motion

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

Decision

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

1. the forecast General Fund revenue underspend relating to the Partnership and Performance Division for the year of £(0.203)m;
2. the forecast centrally held Corporate Services revenue overspend for the year of £0.533m;
3. the forecast revenue overspend of the Clackmannanshire & Stirling Health & Social Care Partnership (HSCP) for the year of £1.509m, and
4. delivery of planned savings in the year forecasted to achieve 78.4%.

PPC(22)06 REVISED DATA PROTECTION POLICY

The report, submitted by the Strategic Director, Partnership and Performance, ensured that the Council's Data Protection Policy is up to date.

Motion

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Les Sharp.

Decision

The Committee agreed to:

1. Having challenged and commented on the report, the Committee agreed to note the revised Data Protection Policy as set out at Appendix 1; and
2. Agree the revised Data Protection Policy at Appendix 1 subject to ratification by Council.

Action

Strategic Director (Partnership and Performance)

PPC(22)07 CCTV SYSTEMS POLICY

The report, submitted by the Strategic Director, Partnership and Performance, ensured that the Council's Closed Circuit Television Policy is up to date.

Motion

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Les Sharp.

Decision

The Committee agreed to:

1. Having challenged and commented on the report, the Committee agreed to note the Closed Circuit Television Systems Policy as set out at Appendix 1; and
2. Agree the Closed Circuit Television Systems Policy at Appendix 1 subject to ratification by Council.

Action

Strategic Director (Partnership and Performance)

Ends 1055 hours

Report to Partnership & Performance Committee

Date of Meeting: 10th March 2022

Subject: Police Performance Report for Clackmannanshire April 2021 to September 2021

Report by: Local Police Commander

1.0 Purpose

- 1.1. The purpose of this report is to provide the committee with information on the performance of Police Scotland in the Clackmannanshire local authority area for the period 1st April 2021 to 30th September 2021.
- 1.2. The report is aligned with the headings of the [Clackmannanshire Local Policing Plan 2020-2023](#) priorities (i.e. **Responsive to the concerns of our communities, Enhancing our collective resilience to emerging threats, Protecting people most at risk from harm and Promoting confidence through our actions Road Safety and Road Crime**).
- 1.3. The Clackmannanshire Police Performance Report (Appendix 1) contains the current information on performance against selected performance indicators. This report provides complementary information to that in the table to present a summary of performance of policing in Clackmannanshire Council area and also identifies emerging trends, threats and issues.
- 1.4. Data for this report is sourced from Police Databases that are subject to changes as enquiries progress. They can be best regarded as Point in Time figures. 3 year average figures are not available for all measures. The information in the table should be regarded as provisional.

2.0 Recommendations

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

3.0 Considerations

- 3.1. Attention of members is drawn to the Management Information now published via Police Scotland Website which can be found at the following location - <https://www.scotland.police.uk/about-us/what-we-do/how-we-are-performing/>

OFFICIAL

- 3.2. Some of the risks and threats which continue to present in Clackmannanshire are:
- Domestic Abuse
 - Crimes of Violence
 - Possession and Supply of Controlled Drugs
 - Cyber Fraud
- 3.3. By their nature, these remain longer-term threats and Forth Valley Division continues to focus on intervention and enforcement to address them.
- 3.4. There were no significant new operational issues emerging during the previous reporting period.
- 3.5. There were no significant new operational issues emerging during the current reporting period.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Clair Fletcher	Command Support, Forth Valley Division	101

Approved by

NAME	DESIGNATION
Alan Gibson	Chief Superintendent Forth Valley Division

OFFICIAL

CLACKMANNANSHIRE COUNCIL

PARTNERSHIP & PERFORMANCE COMMITTEE



**POLICE PERFORMANCE REPORT
April 2021 – September 2021**

**ALAN GIBSON
CHIEF SUPERINTENDENT**

Contents

Background to this Report page 3

Local Policing Priority Updates:

Responsive to the concerns of the community	pages 4-8
Protecting people most at risk from harm	pages 9-11
Promoting confidence through our actions	pages 12-16
Enhancing our collective resilience to emerging threats	pages 17-21
Road Safety and Road Crime	pages 22-25
Performance Figures	pages 26-30

BACKGROUND TO THIS REPORT

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

Performance in relation to the identified policing priorities is monitored and reviewed internally on a weekly basis. Yearly reports are produced to allow scrutiny by Clackmannanshire Council Scrutiny Committee. This report covers the period from 1st April 2021 to the 30th of September 2021.

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

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

This report will make reference to crime groupings. Groups 1-5 refer to an amalgamation of five crime groups. They are Group 1, consisting of violent crime; Group 2 covering sexual offences; Group 3 covers a wide range of crimes of dishonesty, Group 4 includes vandalism, fire-raising and malicious mischief; and group 5 includes proactive crimes. All statistics are provisional and should be treated as management information.

RESPONSIVE TO THE CONCERNS OF OUR COMMUNITIES

Off - Road Motorcycles

During the spring months Tillicoultry, and more specifically the paths and fields near to Devonside and the River Devon, had experienced a high usage of off-road and trail motorbikes causing numerous complaints to police and the Community Council. The community officer arranged a proactive operation to address the problem, targeting not only this area but dealing with similar calls in Clackmannanshire. As a result, two motorbikes were seized and this success was fed back to the community who were appreciative of the efforts and progress made. This action has clearly been disseminated to the bike users as a reduction in calls to police was observed. This has made the area safer for pedestrians, dog walkers and young children who frequent these areas.

Electric Scooters

A number of pupils had obtained electric scooters (E-Scooters) and were riding them within the grounds of one of our high schools and on roads and pathways nearby. This was causing concern to local residents as there was a clear risk to the riders and pedestrians. Our Schools Based Officers (SBOs) attended this school and delivered educational inputs to all pupils regarding the use of these E-Scooters and the potential dangers. The pupils who were using them were also identified and they were visited at their home addresses where further discussions regarding the legislation and potential dangers of using these vehicles took place. This early intervention stopped the problem and also prevented any potential injuries to the riders or public.

Robbery

A taxi driver collected a male (the now accused) from the Glasgow area. He had then driven the accused towards a local address in Alloa. The accused had requested that the taxi driver give him his payment of £40 back, which had been declined. The accused then got out and leaned through the window of the vehicle, holding a bottle of alcohol in one hand with his other hand in his pocket, gesturing towards the taxi driver as though he had a knife. The accused has taken the money and ran off.

Officers have attended and spoken with the driver. He played officers the dash cam footage back during which the accused named his partner. Police systems have identified this person as living nearby. Officers have then attended and traced the accused who has immediately made admissions regarding travelling from Glasgow in a taxi and produced the stolen money from his pocket.

He was arrested and taken into custody where he was interviewed under caution and made some admissions. The accused was on licence for a hate crime and serious assault on another taxi driver a few years previously and was held to appear at court

OFFICIAL

from custody. This was excellent work by the officers in quickly tracing this male, particularly in light of his previous conviction for a similar offence.

Protecting the Public and Reducing the Fear of Crime

In September 2021 a distressed female contacted police after being approached by a male in a car, whose behaviour she deemed as inappropriate and caused her to be alarmed and in fear of being abducted. Local officers traced the victim and obtained the relevant information to allow immediate enquiries to be carried out in order to trace the suspect who had since left the area.

Due to the swift action by police, the suspect and his vehicle were quickly traced, resulting in numerous offences being detected, the suspect being arrested and conditions were imposed on him to protect the public.

Following the incident, the complainer posted some factually incorrect information on social media regarding the events and the intentions of the male suspect. This post was shared by all the contacts of the victim which quickly began to cause extreme concern in the local community, raising the fear of crime.

Officers engaged with the victim to ensure her welfare and advised her of the impact that such posts can have on the local community, which she was unaware of. In addition, police then sent out communications on all social media platforms regarding the quick detection of the perpetrator and providing information to reassure the community and diffuse the fear of crime.

This was great work by the local officers in detecting a serious crime and apprehending the male prior to any escalation of criminality.

Drugs Recovery

In April 2021, community and response officers attended at an address in Clackmannan in order to trace a person who was wanted on multiple apprehension warrants. Upon looking at the rear of the property it was evident that there could potentially be a cultivation of some sort within. There appeared to be persons within and keys could be seen in the rear of the door, however no persons were answering when officers were knocking on the door.

Officers thereafter forced entry to the premises where the wanted male was traced within, as was a Cannabis cultivation comprising of 30 plants with an estimated value of £12,000. The officers subsequently applied for and were granted a drugs search warrant for the address from the local Sheriff. After a systematic search further items were recovered providing additional evidence of the criminal act committed by the wanted male. An excellent piece of pro-active work to disrupt local drug supply in the community.

Tackling Open Space Youth Disorder



In the summer months, youth disorder increased in the Sauchie area, particularly in the Gartmorn Dam Country Park. This area is a vast open space with natural beauty and local amenities. Youths began congregating in the area, committing disorder by acting in a threatening manner, disrupting others from enjoying the area. In addition youths were setting fires in the wooded area of the park, which has a significant environmental and safety risk to all local persons. The area layout makes it problematic for police to patrol, due to the sheer size of the area and numerous exit and entrance points to the park.

The local community officers for Sauchie identified the increase in disorder in the area and the challenges of policing it by only reacting to disorder. As a result they led discussions with social work, housing, park rangers, wardens, education and local community groups. Following on from this work, the officers began collaborating with a group called Sauchie Active8, who employ staff to engage with local youths and provide activities to keep them busy and help them to make positive lifestyle choices.

The officers held regular meetings to discuss the issues and began a programme of regular events held every Tuesday and weekends within the area. These activities have representatives from youth outreach, police and Active8 and activities are set up to divert the groups away from disorder whilst providing education and support to prevent reoffending.

This group has been a great success so far and on the run up to the school summer holidays, it had a positive impact on the most problematic groups of youths from the

OFFICIAL

local area. Education and support has been provided to the group, thus reducing incidents of disorder.

This collaborative approach continued through the summer holidays and beyond, having a positive impact, reducing the fear of crime in the local area, protecting the public along with the affected youths and diverting them from offending.

Partnership Working to Improve Community Safety

Over the last year a community police officer, PC James Miller, has been working with partner agencies to improve safety in his community. He contacted the CCTV contractor responsible for the new system in Alloa Town Centre with a view to progressing replacement systems for Alva and Tillicoultry. This was due to the existing two cameras in both villages only being partially operational. PC Miller met with the contractor and through consultation, plans for the new systems were created and costed. He liaised with both community councils and local councillors with a view to securing funding for the project.

Covid halted progress however through PC Miller attending the Alva Regeneration meeting with Clackmannanshire Council, funding and ownership was secured as part of the larger regeneration project. PC Miller attended further meetings with contractors, council and community groups and in April 2021, plans were finalised and installation of the new cameras began. The new system comprises around a dozen high definition cameras covering 9 locations along the A91, Alva with local and remote review capabilities. This new system has been driven by PC Miller with a view to deterring and detecting crime in Alva. It is hoped to replicate this success in Tillicoultry when they receive their regeneration funding.

Proceeds of Crime Act 2002 (POCA) Recovery

PC Jamie Reid, the Alloa community police officer, was on patrol alone when he observed a vehicle being driven in the Alloa area with a local career criminal in the front passenger seat. PC Reid stopped the vehicle and with assistance of other officers, the vehicle was searched along with the occupants.

Found hidden within the vehicle was a large sum of money. The driver stated the money was his which he had been saving. The other occupants were all searched and checked, nothing further linking criminality was found. The cash was seized under the POCA legislation. Excellent proactivity and local knowledge - being in the right area at the right time to disrupt local criminals and their activities.

Persistent Anti-Social Behaviour

One of our community policing team has been the single point of contact for an escalating and ongoing series of antisocial behaviour incidents involving one female resident in a local village. This female had for no apparent reason begun targeting her neighbours with a tirade of despicable verbal abuse. This worsened during the summer when neighbours were trying to enjoy the communal garden, but instead their peace was shattered by the foul tirade of abuse, including racial comments made by the female.

OFFICIAL

The officer ensured that the female responsible was arrested, charged and put before the court for the offences. Unfortunately the female was released from court on each occasion. A further incident occurred which was led and investigated by the officer, resulting in the female being arrested again. The officer, on the run up to the most recent incident, led multi-agency meetings with all relevant partners including social work, housing, council, adult care services and criminal justice, all of who provided information and evidence to help strengthen the case against the female.

The officer compiled an extremely detailed and comprehensive police report to accompany the female's appearance at court from custody. Due to the information obtained from his partnership liaison and full chronology published in his report, the female was remanded in prison pending her trial date.

The officer liaised with partner agencies whilst the female was in prison and the council then secured a comprehensive and stringent Antisocial Behaviour Order for the female for her release from prison. This order provides conditions that the female must adhere to in order to protect the quality of life of her neighbours.

This will help reduce the harm caused by her actions and if breached, she may return to prison. The Council have confirmed that she will be evicted should she breach this order. The Council and social services have praised the officer's collaborative approach and taking the lead to tackle this problem and bring to a successful conclusion for his community.

PROTECTING PEOPLE MOST AT RISK FROM HARM

STRIVE – Collaborative Working to Assist a Vulnerable Adult

Police were called to an address after concerns were raised for the elderly gentleman who lived there. Officers observed that there was around a month's worth of food deliveries piled up in the porch area of the property and flies were seen on the windows. Thankfully the male was found safe and well within his home.

It transpired that he struggled to use the stairs in his private property and therefore had not been collecting his food shopping from the porch due to primarily living on the second floor. The living conditions within the address were of great concern. The male was living in squalor and his home and clothing were found to be extremely dirty. Rooms were piled floor to ceiling in rubbish and this made the exits of the property difficult to reach in addition to the clear health and fire risks posed.

As a result, a Vulnerable Persons Database Report was submitted and the case referred to the Safeguarding Through Rapid Intervention (STRIVE) team. Through referral from STRIVE, Scottish Fire and Rescue Service attended at the property and with the help of the male's sister, cleared most of the clutter and rubbish from the downstairs level, making the exits accessible. They also fitted fire alarms at the property.

STRIVE made a referral to adult care regarding the males community care needs as he struggled to manage his self-care and tenancy and could not use the stairs. STRIVE also referred the male to Transform Forth Valley who assisted him in accessing the supports available and ensured that adult care prioritised the case as best they could. They also offered the male assistance with his alcohol use.

Rapid multi-agency working with this man ensured that a male, not previously known to services, had his immediate safety issues addressed quickly and his longer term health and wellbeing concerns highlighted to the most capable support services.

Supporting Young People to Reduce Reoffending

Detecting crime is obviously a priority for policing across Scotland, however providing assistance to the perpetrator is also essential to prevent the repetition of offending. It has often been seen that police are victim led and the courts deal with the offender, however it is key to also deal with the issues causing the offender to relapse into criminality.

This type of work is instilled into our community policing team who are trauma trained and look out for and identify interventions that can be utilised to prevent re-offending. In the Alloa area there is a community drop in centre, which has proved key in relation to this type of work. The community officer for this area has worked very closely with

OFFICIAL

the centre to identify vulnerable persons in the community and signpost them to the services provided by the centre.

One such case involved a male who had become a recidivist offender in the Alloa area, who was under 18 and clearly in need of some direction. Prior to identifying this, the officer was instrumental in obtaining funding for the centre to create a project tasked with providing support to offenders between 16 and 18 years of age. This was to give them something to focus on along with educational inputs and training which would divert them from their continued offending.

The recidivist offender identified by the officer fitted this criteria. The male's offending had escalated with the most recent incident involving a serious assault which he committed on another male. The officer spent a considerable amount of time with the male, who was initially sceptical of such projects and did not wish to participate. After the benefits were explained to him and considerable support offered, the male attended at the centre with the officer and engaged fully in the process.

The officer maintained an interest in this particular case and the male is now undertaking an apprenticeship and has secured employment once this is finished. This type of community work, albeit demanding and time consuming, has a positive impact on the lives of not only the offender but their families, friends and the victims of crime. We were able to help turn around a person destined for a career of criminality, providing structure along with education and employment.

Travelling Criminal Apprehended – Protecting the Most Vulnerable

During the month of May 2021, Clackmannanshire's Divisional Alcohol Violence Reduction Unit (DAVRU) were aware of a travelling criminal operating between Clackmannanshire and Fife in a vehicle driven illegally, whilst committing thefts and frauds in both areas. This male was targeting vulnerable members of the community by convincing them to part with money in exchange for building services never supplied.

As a result, the DAVRU officers were aware of the male, his description and the vehicles he used. They set up proactive points to patrol in order to trace the male on the most likely transport routes between Fife and the Clackmannanshire area. The DAVRU observed the male driving a van into Clackmannanshire from the Fife area. They signalled for the male to stop, which he failed to do and a pursuit ensued.

Due to the excellent communications passed by the DAVRU, the pursuit was authorised to continue, the officers passed regular and detailed updates for almost an hour when the pursuit eventually concluded.

The male was apprehended and was reported for a catalogue of offending between Fife and Clackmannanshire, including serious driving offences. The male was remanded in custody pending trial.

OFFICIAL

This proactivity by the officers protected more vulnerable members of the community from being targeted by this career criminal, allowing the courts to take the appropriate action to prevent him being able to commit further offences.

Vulnerable Elderly Male

The protection of the elderly and vulnerable groups open to exploitation is a priority for our Community Policing Team (CPT). The CPT identify the most vulnerable members of their communities and utilise the services of the appropriate partner agencies, to provide wraparound support to protect them.

One such vulnerable member of the community was identified by the local CPT, who were aware of an unlikely acquaintance between him as an elderly male residing alone and a much younger female who leads a chaotic lifestyle in relation to drug abuse and criminal behaviour, mainly crimes of dishonesty.

Having identified this male may be at risk of exploitation by the female, the CPT conducted proactive visits initially to gauge if any exploitation was ongoing. During their visits they quickly established that the male was in fact being financially exploited by the female who was regularly taking his bank card, food, alcohol, cigarettes and anything else of value from his home. The male did not see a problem with the situation and it was suspected he was receiving some form of favour from the female.

The CPT spent a lot of time explaining the exploitation to him and visiting him regularly to protect him. In addition, they highlighted their concerns to our partners in social work, adult care, council and housing. All partners then participated in weekly meetings to discuss and plan a way forward. As a result, an Adult Support and Protection Banning Order was craved and granted, preventing the female making contact or attending at the males address, along with other conditions.

The officers later visited the male, and whilst speaking to him he mentioned contact that the female had made over that weekend and they also noticed items missing from his home. Further enquiry resulted in more evidence being gleaned that the female breached the banning order. She had her tenancy terminated and received the maximum prison sentence for breaching the order.

The CPT then helped to have the male housed out with the area to ensure that he would not be exploited in future.

PROMOTING CONFIDENCE THROUGH OUR ACTIONS

Licensing - Returning to normality after COVID Lockdown

For the majority of the period of this report, the licensing trade in Clackmannanshire, along with the rest of the UK, was subject to stringent lockdown measures which had an impact on the night time economy in Clackmannanshire. The restrictions imposed on the licensed premises included opening times, purpose of the venue and conditions on patrons within. As a result of these conditions, the CPT took ownership of the enforcement of these conditions and regular visits to all the licensed premises were carried out, sometimes alongside the council's environmental health and licensing department.

As a result of these visits, confirmation that the premises were abiding by the conditions was achieved. In addition, the communities felt reassured as they were concerned about feeling safe during lockdown and again when returning to normality and socialising in licensed premises.

When the restrictions eased and the conditions imposed on the licensed premises were lifted, the CPT continued the licensing visits and checks, to ensure the public felt safe and that the premises were still abiding by the rules and had sufficiently trained staff to effectively manage the licensed premises.

Community engagement with young children

Our CPT take pride in their engagement with young children and regularly attend at local groups and youth clubs and take part in social activities to help break down barriers at an early stage. Recently they attended the Rainbows, under the Guides group.

Afterwards, a letter was received from the Guide leader covering the Rainbows section detailing the very positive impact that the visit had on the groups of children within the group. This demonstrates the impact that such visits still have in the community, with the CPT acting as role models and providing direction to young children, steering them in the right direction away from harm and building trust and respect within their communities.

Cohesive Partnership Liaison – Reducing the Fear of Crime

The CPT in one of our villages observed a pattern emerging concerning youth related open space disorder, contributing to the increase in the fear of crime. This was particularly apparent at a large grocery store. The CPT observed that local youths were congregating in and around the area of the store, which led to it being targeted by local drug users and the area becoming a hotspot for disorder.

As a result, the CPT included the area in their regular patrol matrix to deter criminality and the potential for persons to loiter in the area, attracting other elements of criminality. In addition, the officers asked local partner agencies to get involved and identify diversionary activities for the young people to afford them other ways to occupy their time. The officers developed a good relationship with the store owners, visiting them every shift to provide support, reassurance and an avenue through which to report any concerns direct to them.

As a result of this work, feedback was received from the store owners who were full of praise for the local CPT. They commented on how the fear of crime has diminished as a result of the attention paid by police in tackling the issues identified. The owners reported a significant reduction on the previously reported incidents, so much so that they are now investing in a second similar store in a neighbouring village.

The work done to identify the issues early and using good old fashioned policing methods, increased the confidence the public and business owners have in Police Scotland. This has reduced the fear of crime and provided additional support to enable the owners to feel confident in starting a second business, knowing the police are there to support them.

Community Project Funding by Police

The CPT work very closely with local community groups, who provide an invaluable service to our communities, including the most vulnerable. Funding has been a big challenge for these groups, particularly during the Covid pandemic when voluntary sectors have been hit hard.

Police were made aware of government funding which was available to police to assist local projects. As a result, the CPT secured funding for three projects in the Clackmannanshire area:

1. The Community House in Alloa which provides support to families struggling with poverty, particularly by providing activities for children. This creates social inclusion, tackles child poverty and provides parents with much needed support in the form of activities that the family can become involved in.
2. The Community Centre in Hawkhill, Alloa, is the centre of Alloa and is one of the most popular community centres around. They have been struggling with funding to get trips organised for local disadvantaged young people, which is a deterrent for anti-

OFFICIAL

social behaviour (ASB) and associated criminality. They work with young people, provide meaningful activities and training to provide them with life skills and support to deter them from criminality. They had been struggling to obtain funding for transport and kit for outdoor pursuit activities and team building exercises.

3. The Alva Development Trust operates foodbanks, soup kitchens and provides other financial support for the most vulnerable across Clackmannanshire and those in poverty unable to feed and clothe their families. Due to COVID, their donations and charity work has been impacted meaning they had limited funds to provide these excellent and sometimes lifesaving services.

Police provided funding to all three of the above services, which will have a hugely positive impact on our community, not only providing essential services in the form of food and clothing for our most vulnerable, but also diversionary activities to deter young people from criminality and by providing support and education to get them on the right path to making positive lifestyle choices.

Acquisitive Crime Detections

During July 2021, a number of similar thefts were reported in the Clarendon area of Alloa. These involved a person entering insecure vehicles, garages and garden sheds, stealing property. Initially five incidents were reported to police. The community officer for the area assumed ownership and during the investigation which involved visiting approximately two hundred houses in the estate, numerous pieces of CCTV footage was retained from residents' doorbell cameras. This provided a description of the male offender and although his face was covered, the clothing and build were distinctive.

Furthermore, by attending every address, a further five incidents were uncovered which either the residents were unaware of or they had not reported to the police.

A plain clothes operation was then arranged by the CPT, deploying officers on night patrol duty in the target areas. By deploying the resources in the right areas at the right times, the offender, who was not from the local area, was caught in the act and equipped to steal. Further investigation linked the male to twelve thefts in total, resulting in the male being arrested, charged and remanded in custody pending his trial date.

This information was communicated back to the public to provide reassurance and who in turn highly praised all officers involved from CPT and response policing, highlighting their confidence and trust in police.

Community Event



In August 2021, a large event took place in Alloa Town Centre which involved an extremely large mechanical puppet (STORM) parading through the town centre. The purpose of this event was to bring communities together to highlight the impact of climate change and what can be done to prevent same. The event planning took several months and involved numerous multi-agency meetings to ensure the policing response was designed to protect the public, whilst maintaining the free flowing nature of the event and facilitating community engagement.

The event was attended by people of all ages and from all areas of Clackmannanshire and beyond. Lots of members of the public engaged positively with the police highlighting how professional the event was and how police engaging with the community led to an increase in satisfaction with and trust in the police. This proved to be an excellent event having been well organised to ensure maximum safety and enjoyment for all.

Game On Project

Protecting young people from the risk of harm has always been a priority for police in Clackmannanshire, along with decreasing the instances of antisocial behaviour, in particular open space youth related disorder. As a result the CPT identified a new initiative being considered in the local area called 'Game On'. This was an idea, from the local community outreach workers, to have regular football academies funded by the local Coalfield Regeneration Fund.



As a result, the officers got involved at an early stage in the planning, providing support and guidance to get the initiative up and running. This is now in place and runs every Friday from 6pm to 8pm at Alloa Football Club ground.

OFFICIAL

It has proven to be a great success. Police attend and get involved at a practical level which has went a long way to breaking down barriers and opening up relationships between the police and the groups of young people who would normally avoid police contact. The initiative has been designed to target the groups most vulnerable to being engaged in antisocial behaviour and provides education and not just football games, all designed to provide support and awareness to groups aged 12-18 years on the importance of community respect and the impact of crime on their local community and their own personal development.



Due to the success, this scheme has progressed into the Tullibody Civic Centre meaning more venues are open to the group. This is a good example of community engagement and breaking down barriers, all to keep people safe

ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

Cybercrime – Keeping Safe Online

The Keeping Safe Online programme provides education and awareness to the most vulnerable people at risk of online exploitation, be it sexual, financial or emotional harm. The SBOs primarily have been instrumental in rolling out this initiative.

They have worked alongside partners in education and social care to provide inputs to secondary school age children and providing information to keep themselves safe online. Similar learning packages have been adapted and rolled out to parents to assist them in monitoring the online activity of their children and to look out for signs of exploitation and provide support should they suspect their children are being exploited online or subject to harm through grooming or sexual coercion.

With the information prepared from the work carried out above, the CPT have adapted these learning packages, tailoring them to primary school aged children, to ensure they are aware of the requirement to stay safe whilst online.

The CPT are all trained and experienced in providing information and signposting persons who are either being subjected to financial exploitation online or are at risk of financial exploitation. Regular education is provided throughout the community groups along with partner agencies on this subject, which is ongoing.

Substantial Cannabis Cultivation



Tackling illegal drug supply and use in our communities is a priority for policing in Clackmannanshire, particularly due to the link between the sale and supply of controlled drugs and serious organised crime. The CPT were tasked with developing and progressing intelligence relating to drug misuse and patrolling their areas to identify key sites vulnerable to be used for the production of controlled drugs.

In April 2021, intelligence came to light relating to an industrial unit in the Clackmannanshire area being used for the production of cannabis. There was nothing

to indicate the exact location, however the Community Policing Team were on the lookout for vulnerable sites.

In June 2021, the CPT were conducting patrols in relation to open space youth disorder and observed two males in a compound on a site which was now abandoned. This compound had an extremely large barn secured within the curtilage. The officers conducted enquiries with the males observed and were granted access to the site. Whilst within, the officers observed a power source being fed into the main barn, which appeared to be unsafe and bypassing the normal electricity supply.

Due to their suspicions, the key holder for the site attended and granted access. A substantial cultivation of cannabis was discovered within, along with construction ongoing within the barn, segregating areas into growing rooms to expand the production operation. The appropriate search and recovery warrants were craved and granted and the cultivation retained by police. Two males were arrested and remanded in custody and work is ongoing to identify and apprehend the persons involved in the planning of this site.

The recovery for this operation was just shy of £200k worth of controlled drugs. Expert analysis found that the construction work ongoing within the barn would have expanded the production of controlled drugs into the millions of pounds every 12 weeks. This proactive work seriously disrupted the production of controlled drugs within our communities and disrupted the serious organised crime group from benefiting from illegal activity within Clackmannanshire.

Drugs Recovery - Tackling Threat and Risk

Addressing the harm caused to local communities through the sale and supply of controlled drugs is an extremely important issue for policing. The harm caused to our local residents is evident from the supply of controlled drugs to our most vulnerable members of our community, open to manipulation and exploitation to become addicted to controlled drugs, increasing the need to supply.

As a result, all our officers are regularly briefed on the factors affecting our communities and the harm caused by illegal drugs and the misuse of same. All our officers remain proactive in this regard to not only take illegal drugs off the streets but also to put measures in place to protect those most vulnerable.

In June 2021, response policing officers were called to an address in the local area by colleagues in the ambulance service, who were attending a call of a male suspected of having taken an overdose of heroin. Police arrived and found a male unconscious and unresponsive, being tended to by ambulance personnel. Assistance was provided by police in relation to advanced life support and the adverse effects of the controlled drugs were reversed by the administering of specialist medication in the form of Narcan.

In relation to the male and the other persons present in the address, the attending officers were mindful of the cause of this person's illness and the potential presence of the substance which had caused him harm. The officers thereafter recovered a

substantial quantity of heroin and other controlled drugs within the address. As a result, the two other occupants were examined by medical professionals, to ensure that they were not at risk from the same effects as the affected male, resulting from the ingestion of controlled drugs.

Due to the obvious presence of controlled drugs within the address, officers craved and were granted a warrant to search and recover, resulting in the recovery of over £6,000 in controlled drugs, including Heroin and tablets suspected to be Diazepam.

This proactive work has not only ensured the safety of the persons present who were vulnerable to the effects of controlled drugs, but also recovered a large quantity of Heroin and other controlled drugs, destined for the streets of Clackmannanshire, putting other members of the community at risk.

Cannabis Cultivation

In August 2021, the community officer for one of the villages was attending a call regarding noise and antisocial behaviour from a neighbour. After speaking with the complainer the officer made enquiries with the subject and attended his address. The subject was displaying suspicious behaviour and quickly closed his door when stepping into the common close to speak with the police.

The officer could detect the smell of cannabis from the subjects flat when the door was open so using his communications skills, he obtained consent from the subject to enter, where he observed a cannabis cultivation growing in the bedroom of the address.

The officer then dismantled and recovered the cannabis cultivation along with colleagues, which was worth around £4000. The subject has been reported for the offence of producing a controlled drug.

This proactive approach not only recovered £4000 worth of drugs, thus protecting the public from the harmful effects of misusing controlled drugs, but additionally increased the confidence in policing within the local community who became aware of the police action and grateful for the intervention.

Disruption of Large Scale Drugs Production



In September 2021, local officers were alerted to suspicious activity at an industrial site in Alloa. As a result police attended and conducted enquiries around the premises which led to information being obtained that the site most likely was being used to grown cannabis. Due to the information obtained a search warrant was craved and granted.

Local officers along with CID and drugs unit officers attended and uncovered a very large cannabis cultivation of an industrial scale. The recovery of the items from the location evidenced a cannabis growing operation of around half a million pounds in regular turn over.

The disruption of this organised criminal enterprise has not only halted this criminality within our local area but also protected the most vulnerable members of our community in ridding the area of the controlled drugs destined for our streets.

Residential Thefts and Housebreaking Crimes

In July 2021, police were notified of three separate crimes all in close proximity of one another, occurring the same night, involving an insecure vehicle and garage being entered and an attempt to break into a house. Property was stolen from the vehicle and garage. As a result, the CPT were tasked with conducting enquiries to identify the unknown suspect to bring them to justice and prevent further incidents.

The local Facebook posts were reviewed, where a local resident had posted CCTV coverage of their address which was in the vicinity of these thefts, with footage showing a male within their garden attempting to force open the window of their house.

During the course of the enquiry, the officers visited all the local houses in the vicinity of the thefts and identified the property with the CCTV which proved to be fruitful and also obtained details of a further four thefts that had occurred on the same night but had not been reported to police.

These additional reports provided information of further distinctive items of property being stolen. CCTV was secured, and from local knowledge the police were able to identify the offender as a local man, known to police for his history of offending.

OFFICIAL

The CPT craved and were granted a search warrant for this male's address, where they recovered some of the stolen property. The suspect was apprehended, charged and subsequently remanded in custody, where he remains pending his trial date.

All of the victims were updated and the detection communicated to the wider community to provide reassurance. From the comments received on social media, the public were very satisfied with the policing response to these reports, the proactive approach by police in gathering further crime reports, evidence and the capture of the offender within a short timeframe. The concerns of the public were listened to and responded to in an extremely professional and proactive manner. This has hugely increased the public confidence in the police in this local area.

Dishonesty Crimes Detected

Over a period of three months, local retail stores had been plagued by a shoplifter, entering stores throughout Clackmannanshire and stealing goods. All the shops had CCTV cameras installed, however due to the suspect wearing a mask as per Covid regulations, he could not be identified. The local officer, PC James Miller, took ownership of this and interrogated CCTV systems for neighbouring premises and council CCTV, in an effort to identify the suspect.

As a result of a thorough investigation, suitable footage was found which identified the suspect. This footage was compared to the footage from relevant shopliftings in terms of the male's appearance and PC Miller was able to tie all the shopliftings together and obtain sufficient evidence to apprehend the suspect, which he duly did.

As a result the male is being considered for a banning order preventing him entering the areas where he committed his thefts, thus providing further confidence in the local community that their issues were being addressed and actioned by the local police, successfully apprehending a repeat offender.

ROAD SAFETY AND ROAD CRIME

Op Peacoat – Road Safety



Protecting our communities and vulnerable road users is always a priority in the Clackmannanshire area. Due to the layout of our county, which borders the two other areas within Forth Valley Division, along with our neighbouring divisions, our roadways are vulnerable to travelling criminals. We also have two main trunk roads passing through our county which require patrolling to prevent and deter careless or dangerous driving on our roads.

CPT are tasked with patrolling our road networks regularly to prevent and detect criminality, ultimately making our road networks a safer place to be. This was impacted more at certain times during the Covid lockdowns as more pedestrians were out and about utilising our roads for social activities and fitness. This followed on from local complaints and information gleaned during engagement with communities where residents voiced their concerns.

In June 2021, PC Katie Lawson from the CPT lead Operation Peacoat, which was a proactive roads policing operation designed to identify non-roadworthy vehicles, detect offences and educate road users on the dangers of speeding.

This operation ran for four days and during this time our officers stopped and checked a total of 1,019 vehicles on the Clackmannanshire road network. Two drivers were found not to have insurance and one driver was found to be driving without a driving licence. Four vehicles were found to be driven without an MOT Test Certificate. Appropriate action was taken with a number of vehicles being seized and several reports to the Procurator Fiscal. Speed detection patrols were carried out on also to tackle local complaints of speeding vehicles. No speeding offences were detected.

The operation was designed to provide education and enforcement, as required, in relation to all aspects of road safety, to make the roads of Clackmannanshire safer for drivers, cyclists and pedestrians.

School Parking Patrols



Following the return to school after the summer holidays, all primary and secondary schools were patrolled rigorously to educate parents and children on the dangers of parking within the vicinity of the school gates, obstructing the safe passage of children, and in relation to speeding in and around the school area.

In addition, speed patrols were carried out around the school areas within the 20mph zones, educating drivers of the dangers of exceeding these limits. This proved to be helpful in sending the road safety message to new parents, new school children and the general public, all to maintain the safety of all persons frequenting the school area.

Road Safety Campaign - Tackling the Fatal Five



During September 2021, we took part in the national seatbelt awareness campaign, linked to the Force priorities in terms of road safety and reducing fatalities on the road networks throughout Scotland. The CPT in Clackmannanshire conducted a seatbelt awareness operation across the main trunk roads throughout Clackmannanshire.

During this operation, the local officers focussed on education as opposed to enforcement, where proportionate, to educate drivers on the importance of seatbelt use to prevent serious injury and fatalities, thus keeping everyone safe.

OFFICIAL

As a result of the two day operation, 350 vehicles were stopped and checked and drivers educated as appropriate, which was positively received. Two separate offences were also detected relating to vehicle defects and the drivers were issued Conditional Offer of Fixed Penalty Notices.

The feedback received from the public was positive in relation to this operation which has sent out a clear message on the importance of wearing seatbelts and preventing injuries on our roads.

Disrupting Criminality

On Wednesday 30th September 2021, officers from the Community Policing Team and DAVRU were paired to patrol the Clackmannanshire area. During this proactive patrol, they observed a known male with an extensive history of criminality, driving a vehicle not normally linked to him. As a result they signalled for the vehicle to stop.

The vehicle failed to stop for police and after a short pursuit, the driver stopped and surrendered himself to police. It was established that the 28 year old driver did not have insurance nor the correct driving licence to allow him to drive the vehicle. As a result he was charged with the two document offences and also failing to stop for police. His vehicle was taken off him due to not having the correct documentation.

This proactive vehicle stop was a prime example of the officers being in the right area at the right time, proactively policing to detect offences and thus keeping people safe by removing an unqualified and uninsured driver and vehicle from the roads.

Operation Close Pass



The CPT and colleagues from the Roads Policing Unit, conducted a joint operation in Clackmannanshire, Operation Close Pass. This is a national operation designed to increase the safety of vulnerable groups utilising the road networks throughout Scotland.

This Operation was conducted on the road networks within Clackmannanshire and is designed to tackle the issue of drivers passing too close to cyclists, causing a danger to life. The CPT deployed on cycles with the support of a roads policing vehicle and

OFFICIAL

any drivers passing too close would be stopped, education provided where appropriate and enforcement, as required.

This operation detected no vehicles breaching any of the road traffic laws which was encouraging, suggesting that the message from previous operations and initiatives has been getting across, increasing the safety of persons utilising our roads.

In addition to the above operation, a marked roads policing vehicle was positioned at a busy car park with the 'Operation Close Pass' mats laid out, providing a highly visible outline of the safe driving position and distance whilst passing cyclists. This attracted local attention and was clearly an operation which was welcomed by the local residents, all feeling the benefit of the police presence and increasing their confidence and satisfaction in the police service.

**LOCAL AUTHORITY SCRUTINY BOARD - Clackmannanshire
April 2021- September 2021**

Violence, Disorder & Antisocial Behaviour						
		Apr 2021 - Sept 2021	Apr 2020 - Sept 2020	Victims	% Change	3 year average 2019- 2021
1	Total No Group1: Crimes of Violence	67	71	4 less	-5.6	65
2	Murder	0	0	0	0	0
3	Attempted Murder	2	1	1 more	100	2.3
4	Culpable Homicide (common law)	0	0	0	0	0
5	Culpable Homicide (other)	0	1	1 less	-100	0.6
6	Serious Assault detection rate	83.3%	57.6%		25.8	71.1%
7	Serious Assault	24	33	9 less	-9.8	28.6
8	Robbery detection rate	85.7%	85.7%		0	80.9%
9	Robbery	7	14	7 less	-50	9.3
10	Common assault detection rate	73.6%	76.4%		-2.8	74.3%
11	Common assault	337	305	32 more	10.5	330.3
12	Number of complaints regarding disorder	1383	1926	543 less	-28.2	1575.6

**LOCAL AUTHORITY SCRUTINY BOARD - Clackmannanshire
April 2021- September 2021**

Violence, Disorder & Antisocial Behaviour (continued)						
		Apr 2021 - Sept 2021	Apr 2020 - Sept 2020	Victims	% Change	3 year average 2019-2021
13	Number of Domestic Abuse Incidents Reported to the Police	393	411		-4.4	393.3
14	Total Crimes and offences in domestic abuse incidents	292	289		1	282
15	Percentage of Domestic Incidents that result in a crime being recorded	40.5%	46.5%		-4.6	44.6
16	Total crimes and offences in domestic abuse incidents detection rate	79.8	77.9		2.5	77.3
17	Total Detections for Domestic Bail Offences	23	21		9.5	23
18	Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs)*	96.9%	90.6%		6.9	*
* No data available for 2019						
19	Hate Crime and offences detection rate	74.6%	94.9%		-20.3	84.4
Violence, Disorder & Antisocial Behaviour - Stop and Searches						
		Apr 2021 - Sept 2021	Apr 2021 - Sept 2021 Positive	Victims	% Change	3 year average
20	Number of stop and searches conducted (total)	119	71			
On the 11th May 2017 Police Scotland adopted a new code of practice on the use of stop and search. At this time the use of non-statutory (Consensual) search ceased. Further information on Police Scotland's use of stop and search and on the code of practice is available on the Police Scotland Website.						

OFFICIAL

**LOCAL AUTHORITY SCRUTINY BOARD - Clackmannanshire
April 2021- September 2021**

Additional Identified Local Priorities						
		Apr 2021 - Sept 2021	Apr 2020 - Sept 2020	Victims	% Change	3 year average 2019- 2021
21	Number of detections for drugs supply, drugs productions, drugs cultivation	21	36		-41.7	34.3%
22	Theft by housebreaking (including attempts) detection rate	29.4%	59.3%		-29.9	39.6%
23	Theft by housebreaking (including attempts)	34	59	25 less	-42.4	44.3
24	Theft by shoplifting detection rate	80%	73.7%		6.3%	76.8%
25	Theft by shoplifting	85	76	11 more	11.8	96.3
26	Vandalism & Malicious Mischief detection rate	44%	34.7%		9.3%	37.1%
27	Vandalism & Malicious Mischief	216	277	61 less	-22	253.3
28	Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	7	7		0	6.7
Public Protection						
		Apr 2021 - Sept 2021	Apr 2020 - Sept 2020	Victims	% Change	3 year average 2019- 2021
29	Number of Sexual Crimes	100	56	44 more	78.6	82
30	Sexual Crimes detection rate	54%	55.4%		-1.4%	53.1%
31	Rape detection rate	100%	36.4%		-63.6	67.7%

**LOCAL AUTHORITY SCRUTINY BOARD - Clackmannanshire
March 2021**

Road Traffic Casualty Statistics					
	Apr 2021 - Sept 2021	Apr 2020 - Sept 2020	Victims	% Change	3 year average 2019-2021
People Killed	0	0	-	-	-
People Seriously injured	7	4	3 more	75	4.7
People Slightly Injured	5	3	2 more	66.7	7.3
Children (aged<16) Killed	0	0	-	-	-
Children (aged<16) Seriously Injured	0	0	-	-	-

Road Safety & Road Crime - Detected					
	Apr 2021 - Sept 2021	Apr 2020 - Sept 2020	Victims	% Change	3 year average 2019-2021
32 Dangerous driving	18	9		100	15.3
33 Speeding	33	52		-36.5	42
34 Disqualified driving	9	7		28.6	9.7
35 Driving Licence	38	35		8.6	31.3
36 Insurance	83	80		3.8	69.7
37 Seat Belts	3	9		-66.7	4.7
38 Mobile Phone	1	1		0	1.7

**LOCAL AUTHORITY SCRUTINY BOARD - Clackmannanshire
April 2021- September 2021**

Public Confidence					
		Apr 2021 - September 2021			
		Number of Complaints about the Police		Number of Complaints per 10,000 Police Incidents	
39	Complaints received about the Police	19		27.3	
		On Duty Allegations	Off Duty Allegations	Quality of Service Allegations	Total Number of Allegations
40	Total Allegations Recorded	28	0	2	30

The complaints received are the total Complaints about the Police received and logged on our system. One complaint about the Police can have several allegations contained within, similar to one crime report having several charges contained within. The allegations are similar to individual charges, for example a member of the public can submit a complaint about the Police which is recorded as one complaint, within this complaint they could outline their dissatisfaction in relation to not receiving adequate updates in relation to the crime reported (allegation 1), not being satisfied with the time taken to progress their crime report (allegation 2) and the uncivil manner of the subject Police Officer investigating their crime (allegation 3).

Report to: Partnership & Performance Committee

Date of Meeting: 10 March 2022

Subject: Fire Performance Report – Quarter 1 & 2, 2021/22

**Report by: Local Senior Officer, Stirling-Clackmannanshire-Fife LSO
Area**

1.0 Purpose

- 1.1 The purpose of this report is to provide Committee with an overview of the half year performance of the Scottish Fire and Rescue Service (SFRS) in Clackmannanshire covering the period 1st April 2021 to 30th September 2021. The report is based on performance against objectives and targets set out in the Local Fire and Rescue Plan for Clackmannanshire. Performance indicators are detailed in the summary report at appendix 1.

2.0 Recommendations

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

3.0 Considerations

- 3.1. A number of significant trends are worth highlighting.
- 3.2. There has been no fire related fatalities and 4 fire casualties in the reporting period.
- 3.3. A Serious Fire Task Group has been set up within the SFRS. This group will produce a quarterly report providing information on fire fatalities which will assist in local Community Safety Engagement activity.
- 3.4. The SFRS deliver Seasonal Thematic Action Plans from 1st April 2021 to 30th March 2022. Targets include reducing accidental dwelling fires, reducing fire fatalities and casualties, reducing deliberate fire setting, reducing the number of outdoor fires, and reducing fire related anti-social behaviour.
- 3.5. There were twenty-four Accidental Dwelling Fires (ADF), a decrease of three when compared with the same period the previous year. The cause of these fires has predominantly been cooking related activities which in Scotland is the number one cause of fires in the home. This will continue to be a focus of our on-going prevention work.

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

During the reporting period, local operational crews and the Community Action Team carried out two hundred and seventy-nine HFSV's. Due to the COVID pandemic, phone engagement and virtual group talks have been carried out. Post fire advice was also offered on thirty-one occasions after an ADF.

3.7. A Youth Volunteer scheme was launch at Alloa station and will become a pivotal part of youth engagement within the Clackmannanshire area.

3.8. There were eleven deliberate primary fires, an increase of two compared with the same period last year. There were fifty deliberate secondary fires, which is an increase of seven compared with the same period last year.

3.9. The number of Unwanted Fire Alarm Signals during the reporting period was eighty-six. This is a decrease of twelve compared to the same period last year. We continue to monitor all UFAS activity and contact all duty holders to discuss the implications of UFAS and identify where improvements can be made. We are also informing duty holders of the latest fire detection technology available which has a proven record in reducing unwanted signals.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Paul Cunningham	Group Commander for Stirling-Clackmannanshire-Fife LSO Area	
Mark Bryce	Area Commander & LSO for Stirling-Clackmannanshire-Fife LSO Area	



PERFORMANCE REPORT

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



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

**Working together
for a safer Scotland**

About the Statistics in this Report

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

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

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

Contents

DEFINITIONS.....	4
Introduction	6
Annual Performance Summary	7
Annual Performance Highlights	8
Priority 1: Local Risk Management and Operational Preparedness.....	9
Priority 2: Unintentional Harm and Injury	10
Priority 3: Domestic Fire Safety.....	11
HI 1 – Accidental Dwelling Fires (ADF).....	11
HI 2 – ADF Fatal Casualties.....	11
HI 3 – ADF Non-Fatal Casualties	11
Priority 4: Deliberate Fire Setting.....	12
HI 4 – Deliberate Primary Fires	12
HI 5 – Deliberate Secondary Fires.....	12
Priority 5: Built Environment	13
HI 6 – Non-Domestic Building Fires	13
HI 7 – Fatal Fire Casualties in Non-Domestic Buildings.....	14
HI 8 – Non-Fatal Fire Casualties in Non-Domestic Buildings.....	14
Priority 6: Unwanted Fire Alarm Signals.....	16
HI 9 – Unwanted Fire Alarm Signals	16
Priority 7: Transport and Environment.....	17
HI 10 – Road Traffic Collision (RTC) Incidents	17
HI 11 – Fatal RTC Casualties	17
HI 12 – Non-Fatal RTC Casualties	17
App 1 – Community Safety Engagement.....	18
Appendix 2 - Acts of Violence	18

DEFINITIONS

Accidental Dwelling Fire

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

Fire Fatality

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

Fire Casualty

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

Deliberate Fire

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

Non-Domestic Fires

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

Primary Fires:

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

Secondary Fires

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

Home Fire Safety Visit

A comprehensive assessment carried out by a trained assessor, which examines the level of fire risk within a home. It provides a means to mitigate the risk through the provision of guidance, advice and, if required, the installation of long life battery operated smoke and heat alarm(s).

Adult Protection Referral (AP1)

This is a process where SFRS Community Action Teams or operational crews can refer an Adult at risk of harm to Social Services. There are specific criteria that require to be met when identifying an Adult at risk of harm and also certain SFRS Safeguarding procedures which must be followed to ensure compliance with various legislation. Similar procedures are in place to refer a Child at risk of harm.

False Alarms

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

Unwanted Fire Alarm Signal

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

Introduction





































This is the half year 2021-2022 monitoring report covering the SFRS's performance and activities in support of the seven priorities in the Local Fire and Rescue Plan for Clackmannanshire 2018, namely:





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

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

Performance Summary

The table below provides a summary of activity between 1st April 2021 to 30th September 2021 compared to the same activity on the previous years (Q1 and Q2), against headline indicators (HI) and annual targets. It aims to provide an at a glance of our direction of travel.

	Headline Indicators	H1 2018-19	H1 2019-20	H1 2020-21	H1 2021-22	Short Trend	Long Trend
	1. Accidental Dwelling Fires (ADF)	23	26	27	24		
	2. ADF Fatal Casualties	0	0	1	0		
	3. ADF Non-Fatal Casualties	8	4	10	4		
	4. Deliberate Primary Fires	8	12	9	11		
	5. Deliberate Secondary Fires	41	34	43	50		
	6. Non-domestic Building Fires	7	12	8	16		
	7. Fatal Casualties in Non-Domestic Building Fires	0	0	0	0		
	8. Non-Fatal Casualties in Non-Domestic Building Fires	0	1	0	0		
	9. Unwanted Fire Alarm Signals	110	113	98	86		
	10. Road Traffic Collision (RTC) Incidents	7	3	7	8		
	11. Fatal RTC Casualties	0	0	0	0		
	12. Non-Fatal RTC Casualties	8	3	2	2		

KEY TO SYMBOLS	Improving	No Change	Declining
Short Trend This year compared with last year			
Long Trend This year compared with the previous 3-year average			

Annual Performance Highlights

Of the 12 headline indicators, the following performance figures should be noted for the **half year 2021/22 (Q1 & Q2)**:

- There were **twenty-four** ADF's. This is a decrease of **three** compared to the same period last year.
- There were no **ADF Fatal Casualties** for this period. This is a reduction of One from the previous year.
- There were **four** ADF **Non-Fatal Casualties**. This is a decrease of **six** compared to the same period last year.
- There were **eleven Deliberate Primary Fires**. This is an increase of **two** compared to the same period last year.
- There were **fifty Deliberate Secondary Fires**. This is an increase of **seven** compared to the same period last year.
- There were **sixteen Non-Domestic Building Fires**. This is an increase of **eight** compared to the same period last year.
- There were **no Fatal Casualties in Non-Domestic Building Fires**. This is the sixth consecutive year where there were no Fatal Casualties in Non-Domestic Building Fires.
- There were **no Non-Fatal Casualty in Non-Domestic Building Fires**. A decrease of **two** compared to the same period last year.
- The number of **Unwanted Fire Alarm Signals (UFAS) caused by automatic fire alarms (AFAs) in non-domestic buildings** was **eighty-six**. This is a decrease of **twelve** compared to the same period last year.
- There were **eight Road Traffic Collisions (RTC)**. This is an increase of **one** compared to the same period last year.
- There were **no Fatal RTC Casualties**. This is the sixth consecutive year where there were no Fatal RTC Casualties.
- There were **two Non-Fatal RTC Casualties**. This is the same compared to the same period last year.

Priority 1: Local Risk Management and Operational Preparedness

Description;

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

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

Activity;

Operational Intelligence (OI); Local operational crews regularly carry out a process to identify risk, gather information and collate relevant data and ensure that it is made available, in an easily understood format, at the point of need. State of the art portable tablets are installed in all fire appliances in the area to allow ease of access to this data at emergency incidents. The provision of OI is a key component to firefighter safety and resolving operational incidents in a safe and effective manner.

Emergency/Events Planning; Local SFRS officers liaise regularly with Clackmannanshire Council emergency planning and other partner agencies, to plan for, prepare and mitigate the effect of major incidents within the area and attend Safety Advisory Group meetings as and when required, to provide Fire and Rescue related advice and guidance regarding local events planning.

Flooding; The local multi agency Flood Partnership group is supported by locally based SFRS officers, providing guidance and support to local flood groups in Menstrie and Tillicoultry to prevent, prepare and mitigate the effect of flooding events on local communities.

Firefighter Training; During 1 April 2021 - 30 Sept 2021 we delivered our training commitment to operational firefighters, whereby we trained and tested their preparedness to deal with:

Breathing Apparatus
Fire Behaviour
Road Traffic Collison
Trauma training
Pumps
Ladders
Rope
Water Rescue
Fire Behaviour
Tactical Ventilation
Incident Command

Priority 2: Unintentional Harm and Injury

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

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

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

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

- Under 5s
- Over 65s
- Areas of increased deprivation
- Strategic data gathering, analysis and sharing
- Bridging the gap between strategy and delivery

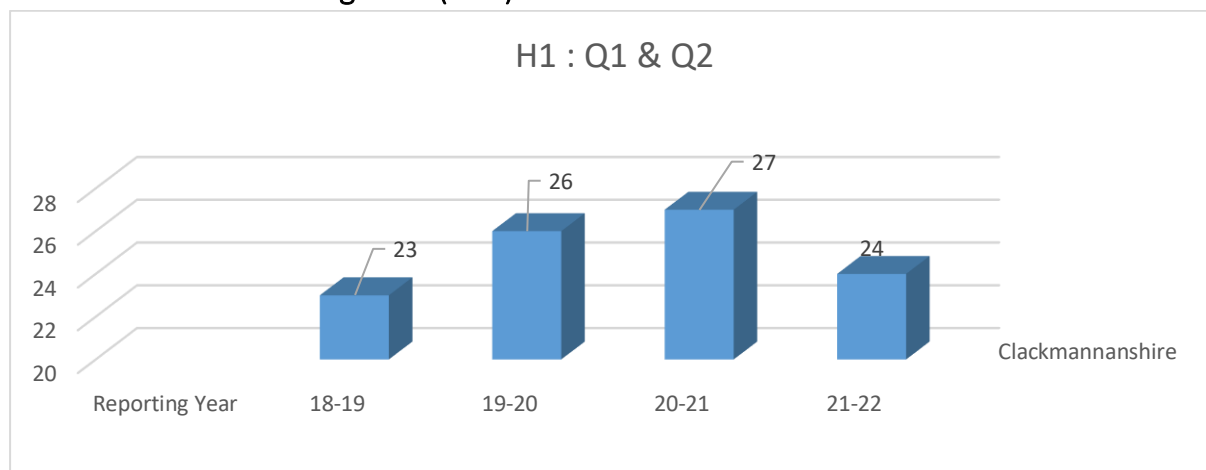
The strategic assessment is complimented by a summary document that captures the main findings and recommends for some next steps to action. Case studies and a short literature review of interventions to prevent and reduce unintentional harm have also been produced.

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

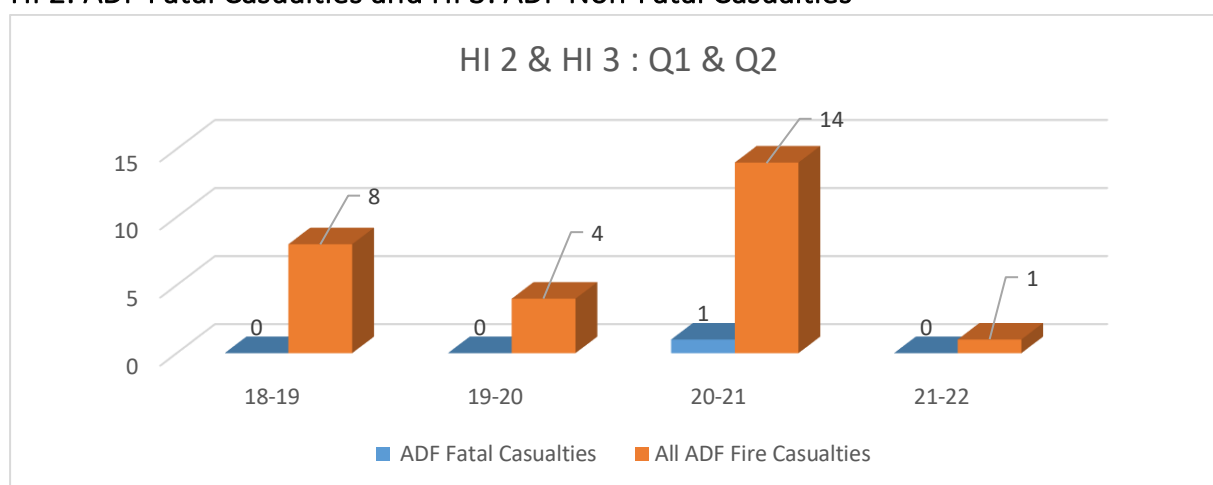
- Children and Young People
- Older People
- Deprivation
- Home Safety
- Road Safety
- Outdoor Safety

Priority 3: Domestic Fire Safety

HI 1: Accidental Dwelling Fires (ADF)



HI 2: ADF Fatal Casualties and HI 3: ADF Non-Fatal Casualties



Indicator Description;

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

HI 1 – Accidental Dwelling Fires (ADF)

As a headline target, the aim is to reduce the rate of ADF's, in a growing Clackmannanshire population, by keeping these fires **below 62** each year.

HI 2 – ADF Fatal Casualties

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

HI 3 – ADF Non-Fatal Casualties

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

Performance Management;

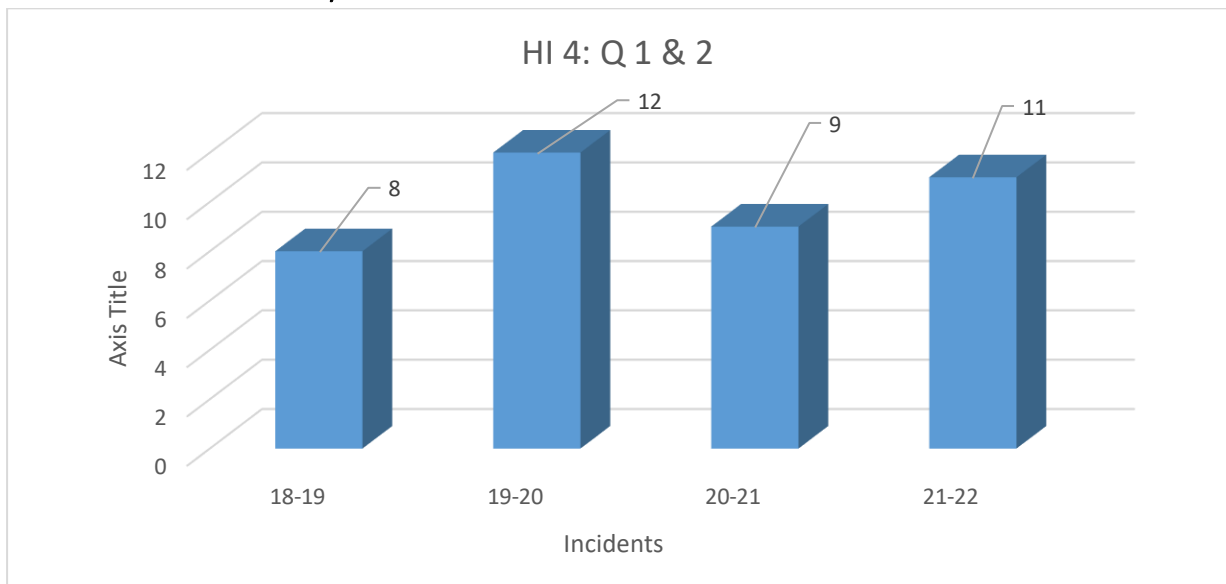
There were **24** ADF's during the reporting period, with **8** of these ADF's cooking related.

There was no ADF Fatal Casualty during the reporting period.

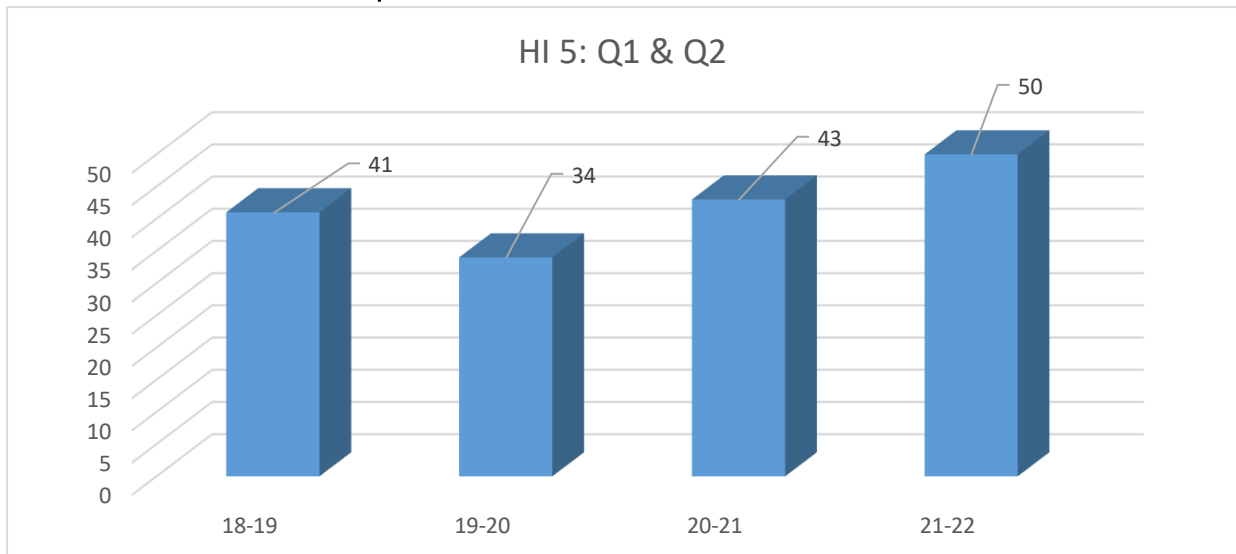
There was 1 ADF Non-Fatal Casualty during the reporting period.

Priority 4: Deliberate Fire Setting

HI 4: Deliberate Primary Fires



HI 5: Deliberate Secondary Fires



Indicator Description;

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

HI 4 – Deliberate Primary Fires

These deliberate fires cover the following types:

- Fires in the home
- Fires in non-domestic buildings
- Fires in motor vehicles

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

HI 5 – Deliberate Secondary Fires

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

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

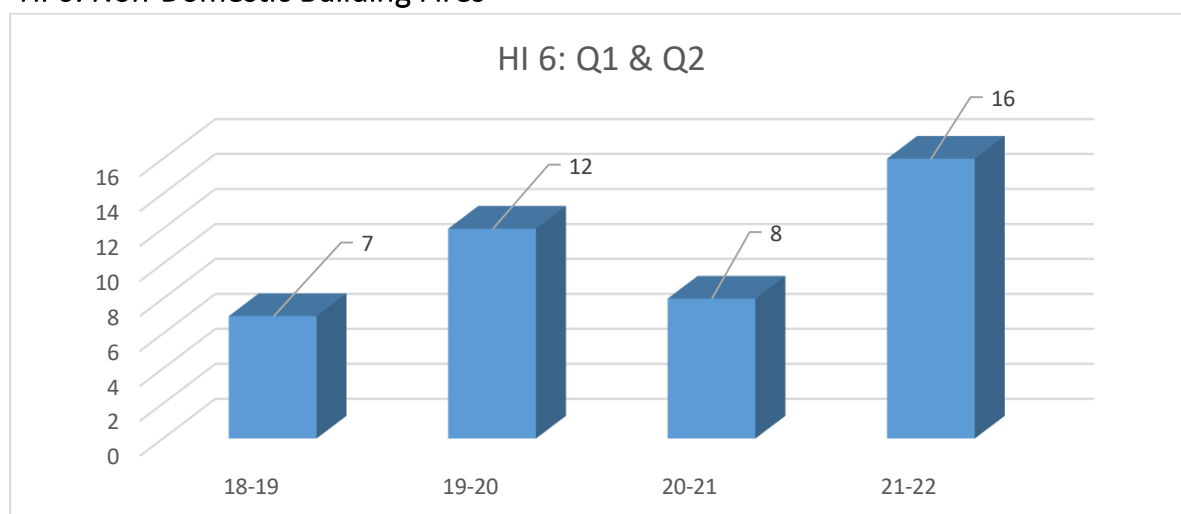
Performance Management;

There were **11** Deliberate Primary Fires during the reporting period. There were **5** fires involving grassland, **1** involving a car, **3** involving dwellings **1** involving Public buildings and **1** each in Education/primary schools. This is an increase of **2** compared to the same period last year.

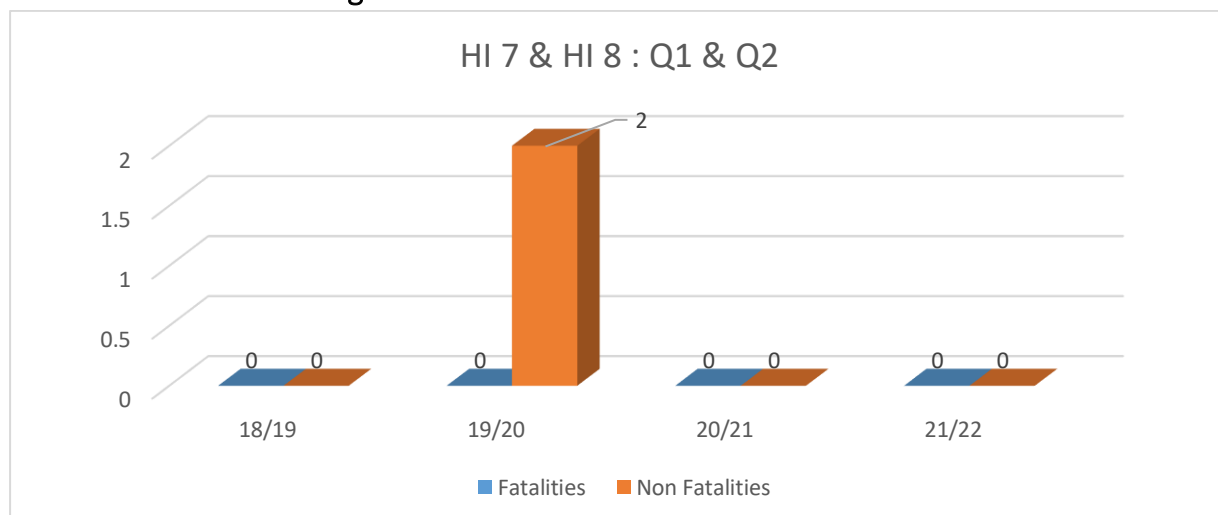
There were **50** Deliberate Secondary Fires reported during the reporting period. There were **14** fires involving outdoor structures/refuse and 36 involving grassland/forestry/crops. This is an increase of **7** compared to the same period last year.

Priority 5: Built Environment

HI 6: Non-Domestic Building Fires



HI 7: Fatal Fire Casualties in Non-Domestic Buildings and HI 8: Non-Fatal Fire Casualties in Non-Domestic Buildings



Indicator Description;

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

HI 6 Non-domestic Building Fires Applicable to the Act

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

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

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

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

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

Performance Management;

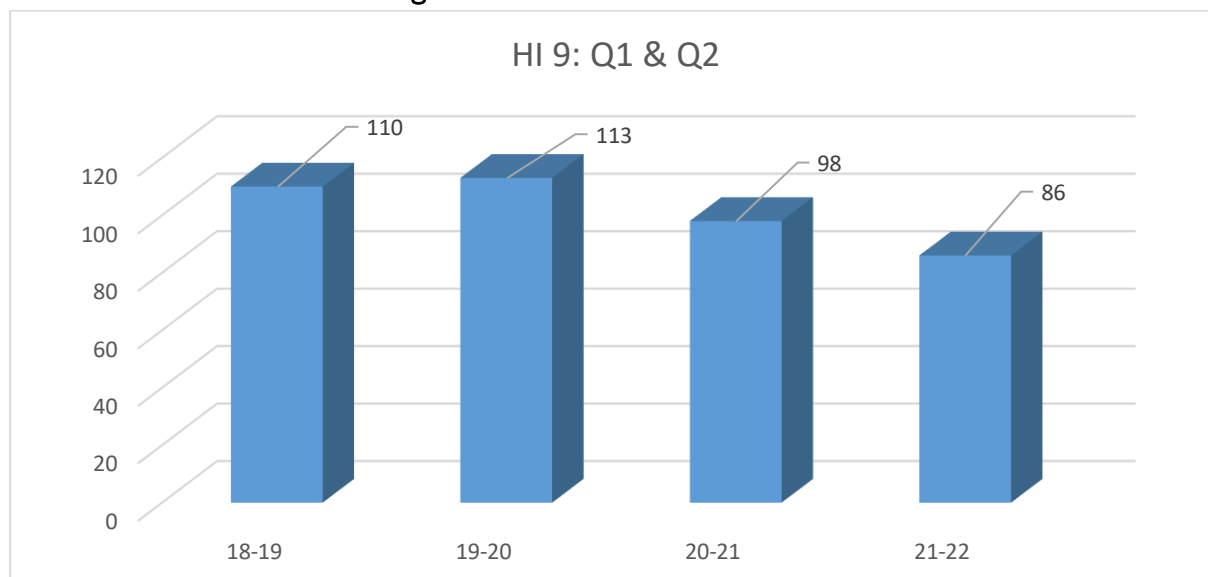
There were **16** Non- Domestic Building Fires during the reporting period. There was **4** fire involving garden sheds, **2** in a prison and the rest of the instances were single occurrences in various property types. This is an increase of **8** compared to the same period last year.

There were **no** Non-Domestic Fatal Casualties during the reporting period.

There were also **no** Non-Domestic Non-Fatal Casualties during the reporting period, which occurred within a prison establishment. This is the same compared to the same period last year.

Priority 6: Unwanted Fire Alarm Signals

HI 9: Unwanted Fire Alarm Signals



Indicator Description;

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

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

HI 9: Unwanted Fire Alarm Signals (UFAS)

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

Performance Management;

During the reporting period we were called out to 86 Unwanted Fire Alarm Signals (UFAS). This was a decrease of **12** compared to the same period last year.

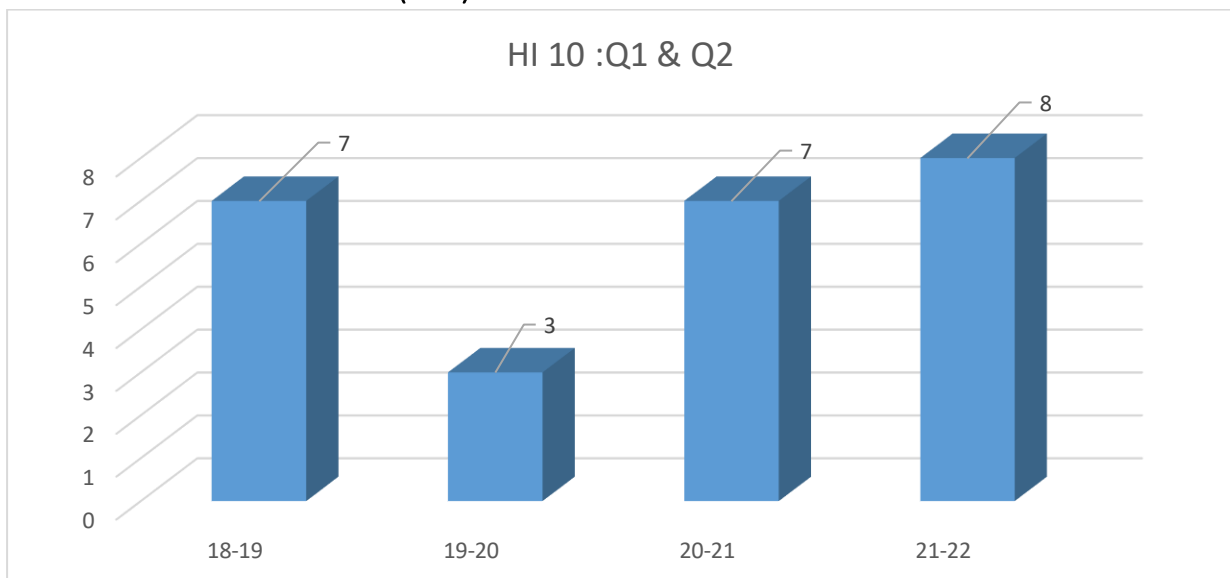
Below are examples of the most common type of UFAS incidents during the reporting period;

- Industrial Premises, warehouses, and bulk storage areas = **8**
- Education Facilities = **15**
- Residential Home, Nursing/Care = **9**

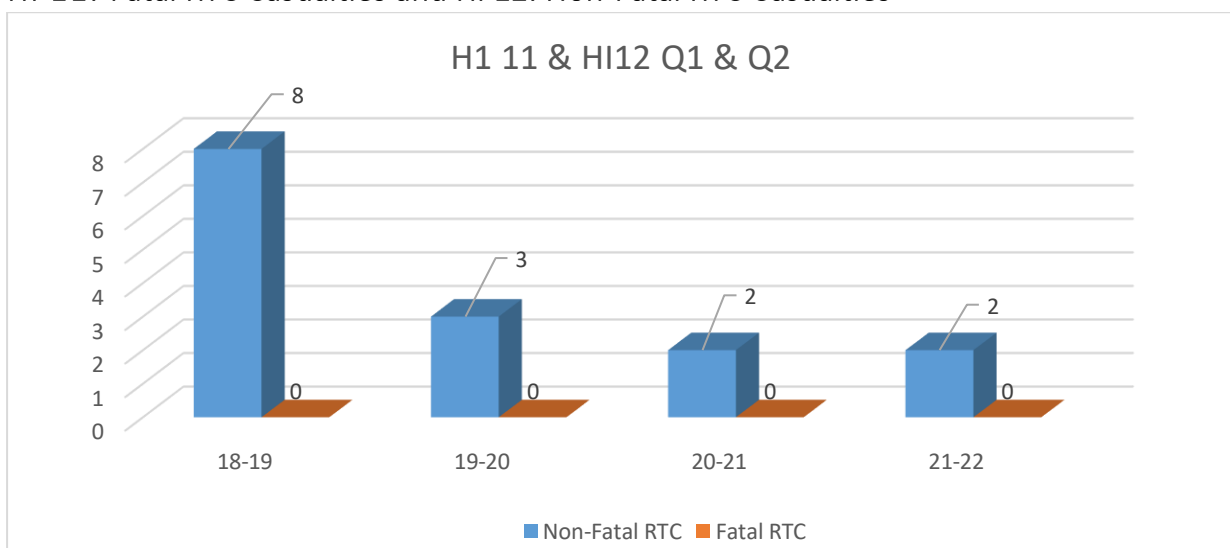
UFAS incidents create a significant number of unnecessary blue light journeys, placing our firefighters and communities at risk, and tying up resources that may be needed at a real emergency elsewhere. To reduce the impact of UFAS, we have introduced a process, that will ensure our weight and speed of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

Priority 7: Transport and Environment

HI 10: Road Traffic Collision (RTC) Incidents



HI 11: Fatal RTC Casualties and HI 12: Non-Fatal RTC Casualties



Indicator Description;

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

HI 10: RTC Incidents

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

HI 11: Fatal RTC Casualties

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

H12: Non- Fatal RTC Casualties

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

Performance Management;

We attended **2** RTC Incidents, to assist in the release/extrication of the occupants of the vehicles during the reporting period. This is an increase of **1** compared to the same period last year.

There were no Fatal RTC Casualties during the reporting period at RTC Incidents we attended.

There were **2** Non-Fatal casualties during the reporting period at RTC Incidents we attended. This is the same compared to the same period last year

Appendix 1 – Community Safety Engagement Activities – Clackmannanshire Council Area

Home Fire Safety Visits (HFSV) – 01/04/21 to 30/09/21	
High Risk	141
Medium Risk	90
Low Risk	14
Total Completed	279

AP1 Referrals	12
----------------------	-----------

In the absence of being able to complete as many home fire safety visits as we would in normal years, all referrals were called and had extensive phone conversations regarding their home fire safety. An SFRS online home fire safety checker was developed (<https://www.firescotland.gov.uk/your-safety/online-hfsv-checker.aspx>) and where appropriate a link was sent onto the occupant or their family.

Safety Equipment Dispensed – 01/04/21 to 30/09/21	
Fire retardant bedding	3
Fire retardant throws	6
Ashtrays / Bins	0
Letterbox defenders	6

Community Safety Engagement Activities – 01/04/21 to 30/09/21	
Virtual Group Talks	11
Virtual engagements with Corporate Parent Groups	3
Post Domestic Incident Responses	57
Referrals made to Covid-19 support groups	4
Over the phone engagements	Over 350 (exact figure estimated at 500)

Other Community Safety Engagement Activities throughout 2021

Due to the ongoing Covid-19 restrictions, some engagement activities had to be cancelled or postponed. SFRS continued to adapt to virtual, online and telephone support and engagement. Social media and advertising was heavily utilised to send out safety messages including, the “Make the call” campaign which encouraged referrals for specific groups.

The Youth volunteer scheme was launched within this period at Alloa. This will ensure SFRS can have constructive engagement with the local youth community.

The Corporate Parenting virtual input was delivered and the group received a grant of £5,000 from the Scottish Government. This was used to arrange many outdoor activities for the group as COVID guidance allowed.

Appendix 2 - Acts of Violence

There were **no** reports of acts of violence towards firefighters during the reporting period, which reflects on the positive partnership working carried out within the Clackmannanshire Council area.

Report to: Partnership & Performance Committee

Date of Meeting: 10 March 2022

Subject: Financial Performance 2021/22 – December Outturn

Report by: Chief Finance Officer

1.0 Purpose

- 1.1. This paper provides an update on the financial performance for the Partnership and Performance Division of the Council in respect of revenue spend for the current financial year 2021/22. This is based on forecast information as at 31 December 2021. Capital expenditure will be reported to the Audit Committee on 28 April 2022 as part of the overall Council's financial performance report.

2.0 Recommendations

- 2.1 The Committee is asked to note the report, commenting and challenging as appropriate on:
- the forecast General Fund revenue underspend relating to the Partnership and Performance Division for the year of £(0.275)m;
 - the forecast centrally held Corporate Services revenue overspend for the year of £0.592m;
 - the forecast revenue overspend of the Clackmannanshire & Stirling Health & Social Care Partnership (HSCP) for the year of £1.677m, and
 - delivery of planned savings in the year forecasted to achieve 83.4%.

3.0 Background

- 3.1 **Table 1** details the portfolios that are within the remit of the Partnership & Performance Division:

Table1

PARTNERSHIP & PERFORMANCE
FINANCE & REVENUES
LEGAL & GOVERNANCE
HR & WORKFORCE DEVELOPMENT
PARTNERSHIP & TRANSFORMATION

Source: Organisational Redesign: Update June 2019

4.0 General Fund Revenue

- 4.1 The Division's net service expenditure forecast before Corporate Services is an underspend of £(0.275)m. This is a favourable movement of £(0.071)m since the October Finance update report to this Committee on 13 January 2022.
- 4.2 Corporate services is forecasting an overspend of £0.592m. This is mainly due to centrally held savings that will be realised across Council Services throughout the year.
- 4.3 **Appendix 1** provides an overview of the financial outturn position within each Service Expenditure area.
- 4.4 **Appendix 2** sets out the main variances.
- 4.5 Covid19 continues to impact the delivery of Services as we move through the Recovery phase of the pandemic. Elements of the variances attributable to Covid19 are shown within Appendix 2. The Council received funding during 2020/21 and 2021/22 and will allocate this funding to cover overspends relating to Covid19 as appropriate.

5.0 Clackmannanshire & Stirling Health and Social Care Partnership (HSCP)

- 5.1 The Clackmannanshire element of the Health and Social Care Partnership is projecting an overspend of £1.677m for the financial year based on financial performance for quarter 3 and care commitments recorded in the social care management information service (CCIS) forecast for the remainder of the year. This is an adverse movement of £0.168m since last reported to Committee on 13 January 2022.
- 5.2 This forecast overspend should be viewed in the context of the overall projected overspend of the Integration Joint Board (IJB) Integrated Budget of £0.374m as reported to the January IJB meeting. This projected overspend is contingent on receipt of £2.419m of Scottish Government funding support relating to exceptional Covid related demand costs. Furthermore, additional non-recurrent funding support from Scottish Government to bring the IJB Integrated Budget into a balance for 2021/22 financial year is also anticipated subject to certain conditions including Board level scrutiny of progress on achieving planned savings and efficiency programmes.

5.3 Subject to receipt of anticipated funding from Scottish Government as detailed above the IJBs financial position will not pose an additional financial risk to partners in the current financial year.

5.4 The key drivers of the projected overspend in the Clackmannanshire element of the budget are detailed within **Appendix 3**.

6.0 2021/22 Savings Progress

6.1 The 2021/22 budget incorporated approved savings of £2.126m. Of this total, £0.668m is attributable to the Partnership & Performance Division.

6.2 Based on analysis to date, savings of £0.557m (83.4%) are forecast to be achieved with the remaining £0.111m (16.6%) being forecast as at risk (Amber) in 2021/22.

6.3 **Appendix 4** provides details of progress towards achieving the approved 2021/22 savings and shows further details of the two savings that have been identified as Amber. The largest saving relates to homeless income that is not likely to be achieved in full. The factors contributing to the achievement of these savings will be monitored throughout the remainder of the year.

7.0 Conclusions

7.1 The Partnership & Performance Division revenue spend is anticipating an underspend in Performance of £(0.275)m and an overspend of £0.592m in Corporate Services.

7.2 The Clackmannanshire element of the Clackmannanshire & Stirling Health & Social Care Partnership (HSCP) is forecasting a revenue overspend for the year of £1.677m.

7.3 Of the associated £0.688m approved savings, £0.557m (83.4%) is forecast to be achieved by the year end.

8.0 Sustainability Implications

8.1 None

9.0 Resource Implications

9.1 *Financial Details*

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

Yes

9.3 Finance has been consulted and has agreed the financial implications as set out in the report. Yes

9.4 *Staffing*

9.5 None

10.0 Exempt Reports

10.1 Is this report exempt? No

11.0 Declarations

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

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

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

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

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

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

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

12.0 Equalities Impact

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

13.0 Legality

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

14.0 Appendices

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

Appendix 1- Financial Outturn position at December 2021

Appendix 2- Outturn variances at December 2021

Appendix 3- Clackmannanshire element of the HSCP - Outturn variance at December 2021

Appendix 4- Summary Savings by Directorate at December 2021

15.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elizabeth Hutcheon	Management Accountancy Team Leader	6214

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Stuart Crickmar	Strategic Director Partnership & Performance	

Partnership & Performance Summary 2021/22

Appendix 1

As at December 2021

	<i>Annual Budget 2021/22</i>	<i>Forecast to March 2022 as at December</i>	<i>Variance Forecast to Budget</i>	<i>Variance as at October</i>	<i>Variance Movement From Previous Forecast</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Resource & Governance	6,448	5,996	(452)	(494)	42
Strategy & Customer Services	1,743	1,684	(59)	(24)	(35)
Executive Team	495	483	(12)	(10)	(2)
Development & Environmental	667	669	2	9	(7)
Housing & Community Safety	1,935	2,181	246	315	(69)
	11,289	11,013	(275)	(204)	(71)
Corporate Services	(653)	(191)	462	462	0
Misc Services - Non Distributed Costs	1,100	1,100	(0)	0	(0)
	447	909	462	462	0
less allocated to non general fund	(1,305)	(1,305)	0	0	0
	(858)	(396)	462	462	0
Add Requisitions from Joint Board					
Central Scotland Valuation	459	459	0	0	0
Add/Deduct					
Interest on Revenue Balances	(91)	(20)	71	71	(0)
Loans Fund Contribution	4,770	4,829	59	0	59
Contribution to Bad Debt Provision	200	200	0	0	0
	4,480	5,072	592	533	59
TOTAL	15,769	16,086	317	329	(12)
Health & Social Care Partnership	19,875	21,552	1,677	1,509	168

Partnership & Performance	Annual Budget 2021/22 £'000	Forecast to March 2022 £'000	Variance Forecast to Budget at December £'000	Variance due to Covid £'000	Variance due to Non Covid £'000	Variance Forecast to Budget at October £'000	Variance movement August to December £'000	Narrative
Resource & Governance	6,448	5,996	(452)	0	(452)	(494)	42	<p>Accountancy: £(0.069)m underspend, £0.002m movement due to vacancies and difficulty in recruiting.</p> <p>Corporate training: £(0.006)m underspend and movement due to a delay of courses as a result of covid lockdown restrictions.</p> <p>Elections: £(0.052)m underspend, £(0.092)m movement due to an adjustment for a final claim for Elections.</p> <p>IT: £0.014m overspend, £0.060m movement - £0.002m overspend, £0.100m movement due to software costs, in particular variable costs of M365; £(0.013)m underspend, £(0.009)m movement due to vacancy management; £0.030m overspend, £(0.026)m movement on telephones / mobiles due to new procurement; £(0.020)m underspend and movement on computer hardware due to decreased purchases; £0.015m overspend and movement on subscription to digital office and improvement services.</p> <p>HR: £(0.384)m underspend, £0.080m movement - £(0.045)m underspend, £0.005m movement due to staffing vacancies; £(0.339)m underspend, £0.075m movement due to refund of employer contributions from Scottish Public Pensions Agency, £0.075 movement due to IT's element for irent payroll.</p> <p>Legal, Democracy & Audit: £(0.003)m underspend, £0.003m movement - £(0.008)m underspend, £0.003m movement due to vacancy management; £0.009m overspend due to unachievable income; £(0.004)m various small underspends.</p> <p>Head of Service: £0.047m overspend relating to a legacy unachievable saving on a staffing restructure.</p>
Strategy & Customer Services	1,743	1,684	(59)	0	(59)	(24)	(35)	<p>This underspend and the increase of £(0.036)m from October are as a result of reduced employee expenditure. There has been a delay in filling vacancies as the service looks to mitigate the shortfall in income from the registrars, scottish certificates and grant funding. Employee expenditure is forecast to underspend by £(0.180)m an increase of £(0.041)m. This is a combination of retrials, vacancies and secondments. Advertising costs are expected to overspend by £0.010m which is £(0.007)m less than before. The shortfall in income is forecast at £0.091m an increase of £0.016m from October with a drop in Registrars and scottish certificates fee income. Other various variances account for an overspend of £0.020m an improvement of £(0.004)m</p>
Executive Team	495	483	(12)	0	(9)	(10)	(2)	£(0.012)m underspend within subscriptions and supplies and services. Service reducing expenditure to minimum.
Development & Environmental	667	669	2	22	(20)	9	(7)	<p>Licensing: £0.022m overspend, £(0.009)m movement due to under achievement of alcohol and civil licence income as a result of Covid.</p> <p>Trading Standards: £(0.017)m underspend due to decreased contractor costs.</p> <p>Environmental Health: £(0.003)m underspend, £0.001m. Underspend due to an increase in income from testing; movement due to purchase of equipment.</p>
Housing & Community Safety	1,935	2,181	246	272	(26)	315	(69)	<p>Revenues: underspend of £(0.072)m due to staffing vacancies pending restructure, increased by £(0.018)m from October. The staffing underspend is partially offsetting the cost of external support required to administer the Scottish Welfare Fund.</p> <p>Scottish Welfare Fund is forecast to overspend by £0.222m, a small increase of £0.002m from October. The cost of external support is forecast to be £0.175m partially offset with a staffing underspend of £(0.043)m. The remaining forecasted overspend relates to payments to individuals £0.086m: Community care grants for Furniture purchases is anticipated to be £0.029m overspend and crisis payments are anticipated to be overspent by £0.057m. High demand for the service continues, with requests for assistance as the economic impacts of Covid continue. Earmarked covid funds will be allocated to offset overspend on grant payments.</p> <p>Housing Benefits is forecast to overspend by £0.096m (a decrease of £(0.033)m from October) as the full saving of £0.150m is not expected to be met. The continued use of Homeless units has impacted on the eligible grant that can be reclaimed against the award. The net cost of the service has increased by £0.323m over the last two years.</p>
Division Total	11,288	11,013	(275)	294	(566)	(203)	(72)	
Corporate Services	4,480	5,072	592	0	592	533	59	£0.592m overspend, £0.059m movement - £0.071m overspend due to low interest rates on cash investments; £0.462m overspend and £0.118m movement relates to unachieved People redesign savings and cross service savings held corporately that are realised within all Council Services and included within Service underspends - Family friendly, Mileage and Vacancy management.
Corporate Services	4,480	5,072	592	0	592	533	59	

	Annual Budget 2021/22	Forecast to December 2021	Variance Forecast to Budget at December	Variance Forecast to Budget at October	Movement in variance October to December	Narrative
	£'000	£'000	£'000	£'000	£'000	
Employees						Underspend across a range of services: including: Integrated Mental Health £(424k); Disability Day Care £(183k); Assessment & Care Management including Hospital Discharge £(143k) Intermediate Care (£(52) and Reablement £(46). There are overspends at Menstrie House of £221k and Ludgate Respite £77k (Excludes Covid related costs to be charged to NHS Mobilisation Fund) The increased underspend is the result of slippage in recruitment.
	8,716	8,010	(706)	(714)	8	
Long Term Care						
Nursing Homes						Nursing Home places are now at 210, equal to pre-covid levels having fallen by 55 at the start of the year. This forecast is potentially subject to significant volatility depending on the future course of the pandemic. The movement reflects an increase of 3 placements since October.
	7,626	8,742	1,116	1,094	22	
Residential Homes						Overall numbers remain stable at around 53. The movement is the result of some care packages being transferred to Home Care .
	3,169	3,247	78	(30)	108	
Community Based Care						
Care at Home						Weekly hours currently stand at around 11,000 compared to pre covid levels of 10,000. Forecast is subject to volatility given uncertainty in both demand and availability of care. The full impact of Covid on service delivery levels is being reviewed to identify any potential to charge to the NHS Mobilisation Fund. The positive movement reflects a updating of service commitments.
	8,728	9,569	841	714	127	
Day Care						Day Care for approximately 42 service users of which 19 have complex needs.
	230	247	17	14	3	
Direct Payments						The numbers of people receiving a direct payment has increased by 1 to 67 since October. The movement since October reflects increased number of payments and increased rates.
	953	1,194	241	280	(39)	
Housing Aids and Adaptations						Demand driven adaptations within private sector homes. The number of adaptations was significantly impacted by Covid, but are now progressing.
	159	160	1	1	0	
Housing with Care						This budget is for Supported Accommodation provided by external organisations. Expenditure is less than budget as a of some care transferring to Care at Home.
	163	112	(51)	(53)	2	
Respite						Costs for respite continue to increase as Respite plans for the year are confirmed.
	129	103	(26)	(31)	5	
Misc. Third Party Payments						This heading covers various payments to other agencies including other local authorities, registration fees and payments to voluntary organisations. The overspend is on payments for complex care and third sector organisations.
	1,080	1,381	301	301	(0)	
Premises Expenditure						The budget covers cleaning materials within operational buildings. This heading includes Covid related costs for cleaning materials.
	11	99	88	86	2	
Supplies and Services						Includes equipment, house adaptations, food and insurance, postage, printing and administration.
	403	431	28	28	(0)	
Transport Expenditure						Travel costs underspent as a result of Covid but expenditure is now picking up.
	48	46	(2)	(5)	3	
Income						
Income						This income is largely contributions towards the cost of care. Movement reflects increased income for Residential Care and Home Care as services re-open.
	(4,269)	(4,515)	(246)	(232)	(14)	
Resource Transfer (Health)						Includes Income from NHS, integration funding and contributions for complex care as well as forecast contributions from the NHS Mobilisation fund for Covid.
	(7,271)	(7,274)	(3)	56	(59)	
Total	19,875	21,552	1,677	1,509	168	

Management Efficiencies

Service Reference	Description of Saving	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
P&PMGT1	Reduction in Corporate Training Budget	12,000	12,000				Saving is achieved
P&PMGT2	To consolidate various approaches around cash handling	15,000		15,000			Work is progressing, however, unlikely to be achieved this financial year.
P&PMGT3	Reduction in Various Budget Lines	1,200	1,200				Saving is achieved
P&PMGT4	Budget realignment in Strategy and Performance (across mileage, supplies and subscriptions).	3,000	3,000				Saving is achieved
P&PMGT5	Homeless Income - CASH	150,000	54,000	96,000			Indications are that the grant percentage anticipated will not be sufficient to cover the full saving.
P&PMGT6	Vacancy management based on turnover levels	290,000	290,000				This is returned within the services and is expected to be achieved
P&PMGT9	Triennial valuations of pensions	162,000	162,000				Saving is achieved
P&PMGT11	Budget Realignment - postages & stationery	2,000	2,000				Saving is achieved
P&PMGT12	Mileage - CASH	30,000	30,000				This is returned within the services, and is expected to be achieved
Total	Management Efficiencies	665,200	554,200	111,000	0	0	

Policy

Service Reference	Description of Saving	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
P&PPOL3	To remove the residual budget remaining to conduct a citizens survey previously titled Clacks 1000.	3,000	3,000				Saving achieved.
		3,000	3,000	0	0	0	

Summary By Type	2021/22 £	Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £
Management Efficiencies	665,200	554,200	111,000	0	0
Policy	3,000	3,000	0	0	0
Total Division	668,200	557,200	111,000	0	0

check

83.4% 72 16.6% 0.0% 0.0%

Report to: Partnership and Performance Committee

Date of Meeting: 10 March 2022

Subject: Business Plan 2021/23 - Update Report

Report by: Strategic Director: Partnership and Performance

1.0 Purpose

- 1.1. Partnership & Performance delivers a diverse range of services, including a number of statutory and essential support functions. This report provides the Committee with an update on performance, risks and achievements, relating to the Business Plan 2021-23 agreed in August last year.
- 1.2. Appendix 1 provides a fuller update on the progress, however a number of areas are highlighted with the Considerations section of this report.

2.0 Recommendations

- 2.1. Committee is asked to note, comment on and challenge the report.

3.0 Considerations

- 3.1. This report provides Committee with an update on progress to date with the Partnership & Performance Business Plan 2021-23. It should be noted that data on some Key Performance Indicators is not yet available at this juncture; however a full year end report will be provided later in 2022 as the new Council and committee cycle is established.
- 3.2. Partnership and Performance continues to be central to the coordination and management of response and recovery work in relation to the pandemic in addition to transformation and business as usual activity. This work has ranged from emergency planning, business continuity and major incident response; communications; health and safety; further developments in virtual democracy approaches; administration of grants to business and payments to people in isolation and or crisis; further embedding remote and virtual working solutions and supporting the Covid vaccine programme and community testing programme.
- 3.3. The report outlines a changing risk profile, with cost inflation emerging as a significant risk, not just for the Council's resource base but also impacts on our citizens and communities. Labour supply issues have noticeably deteriorated over the course of the past year, which is expected to continue to impact on recruitment and retention, and indeed organisational capabilities

over the short to medium term, requiring further innovation in our workforce and transformational planning. Our external auditors have highlighted the heightened risk of fraud and corruption in the current context, and this is an area where increased focus is being placed. Finally, as the report outlines significant work continues on deployment of improved ICT infrastructure, including M365. This is crucial in the context of ongoing cyber security risks, not least underlined by concerns associated with the current geopolitical crisis in Eastern Europe.

- 3.4. Whilst Appendix 1 provides a more detailed description of performance and risk within our Business Plan, which was approved by Council in August 2021, this cover report draws out a number of highlights, including achievements and areas for improvement.

4.0 HR and Workforce Development

- 4.1. Ongoing progress continues to be made in relation to digital transformation. This includes:
 - 4.1.1. Ongoing development and roll out of our new cloud based health and safety management information system;
 - 4.1.2. Conversion of paper based change forms to electronic format as well as development of a number of management processes within the iTrent system;
 - 4.1.3. Renewal of our core HR and Payroll management information system contract, including additionality for payroll services that will combat ongoing potential single points of failure risks;
 - 4.1.4. Overseeing a cross service work-programme to enable hybrid working as a future organisational norm.
 - 4.1.5. Implementation of iCONNECT in partnership with LGPS (Falkirk)
- 4.2. Significant work has been undertaken on development of the Council's health and safety management system. This includes a health and safety cultural review, revised policies and ongoing rollout of the new cloud based health and safety management information system.
- 4.3. Employee wellbeing has been a major feature of our pandemic response. During the course of the year we have built substantially on this strong foundation, including further practical wellbeing supports and tools as well as development and roll out of virtual wellbeing sessions.
- 4.4. In supporting Be the Future, the service has led on the engagement of external consultants to undertake a Demand, Capacity and Skills audit. A full report is due later in 2022.
- 4.5. The service has continued to develop and deploy a range of management and leadership development products across all supervisory levels, and has substantially assisted with the Columba 1400 Values Based Leadership programme supporting the Council's Promise ambitions. In addition our suite of e-courses has continued to be developed and implemented.

- 4.6. It has continued to contribute to Community Wealth Building; a particular notable achievement was accreditation as a Living Wage employer.
- 4.7. There has been continued positive engagement and consultation with Trade Union Colleagues with joint working on a range of new and revised policies, many of which have come through Committee, as well as consolidation of the Living Wage into the Council's pay structure.
- 4.8. The service successfully enabled all functions within our portfolio to homeworking at the outset of the pandemic, embracing technology to ensure the virtual delivery of payroll, recruitment and selection (including virtual assessment centres), training, briefings as well as all other employment processes. Despite the challenges, the full range of HR operational support has continued to be provided throughout the year.
- 4.9. The health and safety team continue to make an important contribution to the Covid response, including undertaking and continued review of over 350 individual risk assessments as well as ensuring Councils premises were and continue to be COVID Secure.

5.0 Finance and Revenues

- 5.1. As with many other services the work of Finance and Revenues during the year has been significantly impacted by COVID19 pandemic. Services have adapted successfully to new ways of working with most staff continuing to work from home. One of the key changes was to put in place electronic payments to individuals which had been previously made via face to face issuing of cash.
- 5.2. The Revenues team in particular have been impacted with the increase in volume of queries, changes to individuals' circumstances and new claims for Council Tax Reduction and Benefits; however services continue to function successfully despite the challenges, including the Scottish Welfare Team, providing essential crisis support to vulnerable citizens.
- 5.3. The Finance and Revenues teams continued to work relentlessly administering the various Scottish Government Business Support Schemes, reviewing applications and making payments to businesses throughout 2020/21 and well into 2021/22.
- 5.4. Despite the ongoing response effort, many business critical annual activities continued to be delivered. During the year the Council's annual accounts were prepared and audited receiving a clean audit report from Audit Scotland. The annual budget process for 2022/23 was completed and a balanced budget was approved by Council. This included continued oversight of an ambitious 20-year Capital Programme, supporting Be the Future, that will contribute significantly to an investment-led recovery in Clackmannanshire.
- 5.5. In addition, the service continues to facilitate core governance processes, including supporting, advising and providing solutions for services with outturns, business cases and major procurement and commissioning enabling progression with Be the Future priority areas. Whilst the service has struggled to recruit to the procurement assistant due to labour market

shortages, considerable progress was made on local expenditure targets and enabling Living Wage accreditation, contributing to the Council's Community Wealth Building programme.

6.0 Partnership and Transformation

- 6.1. A considerable proportion of the service effort has once again focused on civil contingencies response, including a number of major weather events across the course of the winter 2021/22. The emergence of the Omicron variant required a significant further mobilisation over the Festive period, with the Support for Isolation helpline remaining under ongoing severe pressure into March 2022. Despite the challenges, ongoing organisational learning is enabling many business areas to continue to deliver service continuity to citizens irrespective of Covid19 ebbs and flows.
- 6.2. ICT development and Digital Transformation projects have continued despite the challenges of Covid19. The capital plan is on target and budget, with a number of new investments enabling increased resilience. This work provides and enhanced platform for substantial Digital Transformation investment as part of Be the Future. In support of attainment challenge and digital learning strategy outcomes, good progress has also been made with the procurement and rollout out of digital devices for young people and interactive boards in schools. Major milestones in the rollout of M365 have also been achieved, which includes the development of 50 digital champions building organisational skills and learning. Work also continues to provide remote working ICT kit for employees, including upgrading those provided with interim kit at the start of the pandemic; system upgrades including the Social Work IT system; digital opportunities arising from 5G, IOT (Internet of things) and Automation opportunities.
- 6.3. We did not meet all our intended targets within the business plan during the year, predominantly as a result of resource displacement, however, given that ICT and digital remains a key strategic risk and enabler, as can be seen from the 20-year capital plan, further considerable work will continue in to the next few years as a core feature of Be the Future.
- 6.4. The service has provided considerable support to a number of core council and partnership strategies, including Community Wealth Building and the Wellbeing Economy, and considerable progress has been made on a new Wellbeing LOIP with support from the Scottish Government. The work of the Clackmannanshire Alliance has also made good progress and has gained momentum over the past 12 months in a number of priority areas, notably progressing the Wellbeing Economy pilot, the establishment of a new Anchor Partnership and work to support events for Challenge Poverty Week 2021.

7.0 Legal & Governance

- 7.1. The Legal & Governance Team has led and supported a number of key COVID related responses during the last year and has had a number of staff diverted into other tasks, including Support for Isolation. The service has also been subject to various interim supervisory arrangements during a 6 month period when the Senior Manager role was vacant.

- 7.2. Working with IT colleagues, committee services continued to build capability for remote and hybrid committee meetings, with significant developments during the year to improve protocols and accessibility and sound and picture quality as part of the M365 programme. Work was also successfully completed to enable virtual meetings to be publically accessible from October 2021.
- 7.3. The Licencing. Team continue to support Licencing Board responsibilities and the business community during Covid19 restrictions. A major achievement included a significant development in Animal Licencing regulations introduced during the year in line with legislative requirements.
- 7.4. The Election team successfully delivered the Scottish Parliamentary election in May 2021 and Community Council elections in autumn 2021 in a secure way during challenging Covid19 restrictions, and have since being working on preparations for the Local Government elections in May 2022.
- 7.5. Members services has continued to operate within Kilncraigs in the main and has, in addition to its own substantive role supported emergency planning and the Support for Isolation response which has been in place since October 2020. Our Internal Audit and paralegal capacity has also supported this critical work, whilst endeavouring to maintain substantial elements of business as usual capability across the organisation.
- 7.6. The archivist has only recently been able to make preparations to open the archive for public viewing and has therefore supported the work of the Council in responding to the S21 National Child Abuse Inquiry response and election preparations.
- 7.7. The risk and performance management team have been instrumental in developing the dashboard process for updating members throughout the last year and also in ensuring reporting against performance to the Scottish Government as required. The team has reviewed and updated the complaints process and procedure to ensure that the Council remains compliant and that customer service is prioritised, and facilitated submission of the Annual Governance Statement as part of the annual accounts. The Council has concluded a tender process for insurance within the last year which has also ensured appropriate cover for the Council's assets and best value in terms of the price.
- 7.8. The legal team has enabled critical capital and Be the Future projects, including the wellbeing hub and schools estate work. It continues to secure capital receipts through the sale of agreed assets. In addition it has provided advice about the changing legislative position with regard to the coronavirus legislation while continuing to provide legal advice on housing, child and adult protection matters. Finally there has been a substantial increase in data protection advice and support given the focus on digital delivery of services and information sharing at this time.
- 7.9. The Registrar has continued to provide an important public service to citizens in the registration of births, marriages and deaths during this time. This work has also involved a change in process, moving away from face to face registration and supporting people in the most difficult of circumstances. Notwithstanding these challenges the team's last official assessment on its

performance received an accuracy score of 99.51%. In 2021, it registered 527 births, 710 deaths, 161 marriages, 24 citizenship ceremonies and conducted 81 civil marriages. There have been some challenges, particularly the suspension of the Scotland's People service as space within the Speirs Centre was restricted. However the team has continued to provide a high quality Scottish Certificates service, which is on track to realise circa £50,000 of income for the Council during 2021/22.

- 7.10. Jack continues to be the most popular name registered on birth for boys in Clackmannanshire, with Noah second in 2021. For girls, Isla is the most popular with Emily the second most popular name registered.

Conclusion

- 7.11. The pandemic response has remained a significant element of the Portfolio's work during the course of 2021/22. Our staff remain displaced to a greater or lesser extent on response duties, and longer term impacts of Covid19 and inflationary pressures are increasingly impacting on our services and our citizens and communities.
- 7.12. Despite these challenges, Partnership and Performance can demonstrate a considerable impact in terms of delivering business critical and essential governance functions, whilst also playing a crucial role in enabling delivery of the Council's recovery and transformational priorities, whether Be the Future or the supporting an investment-led recovery through the capital plan.
- 7.13. Not all of the intended actions within the plan have been delivered to date. Staff have been stretched and tested over an ongoing period, and capacity and skills gaps have impacted at times on plans, partly as a result of global supply chain and national labour market issues and partly due to recurring response activity. However, despite challenges and emerging risks, such as inflation, cyber security and labour supply, the Portfolio demonstrates considerable achievements and responses in the context of enabling delivery of Council priorities. This is testament to the flexibility, expertise and resilience of its many dedicated staff.

8.0 Sustainability Implications

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

9.0 Resource Implications

9.1. Financial Details

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

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

- 9.4. *Staffing – no direct implications.*

10.0 Exempt Reports

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

7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
Our families; children and young people will have the best possible start in life
Women and girls will be confident and aspirational, and achieve their full potential
Our communities will be resilient and empowered so that they can thrive and flourish

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix A – 2021/22 Performance Report

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127



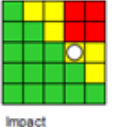









Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	

Partnership & Performance


Business Plan 2021-23 Progress Report

Key to symbols used in this report

PIs		ACTIONS		RISKS	
Long Trend Compares this period performance with last period		Expected Outcome Lead assessment		Score Likelihood x Impact (1 - 5)	Status
	Performance has improved		Already complete		 Rating 16 and above
	Performance has remained the same		Meet target/complete within target dates		 Rating 10 to 15
	Performance has declined		Will complete, but out with target		 Rating 9 and below
	No comparison available - May be new indicator or data not yet available		Fail to complete		
				<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p> <p>Current risk score takes into account internal controls already in place.</p> <p>Target risk score shows the level at which the risk will stop being "treated" and then be "tolerated".</p>	

Key Organisational Performance Results

Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
ALL FRD L&D	Instances of Fraud detected	Not measured for Quarters		N/A	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Legal & Governance
ALL H01 HWD	Percentage of Health & Safety risk assessments up to date - Council	Not measured for Quarters		100%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL H02 HWD	Percentage of applicable employees who have received a toolbox talk on new Health & Safety policies - Council	Not measured for Quarters		90%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL H03 HWD	Percentage of employees completing core Health & Safety training - Council	Not measured for Quarters		90%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL H04 HWD	Number of violent incidents to employees expressed as a % of the overall number of employees - Council	Not measured for Quarters		0	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	Not measured for Quarters		0	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Legal & Governance
ALL S05 HWD	Staff Survey - All Council staff - I am given the opportunity to make decisions relating to my role	Not measured for Quarters		80%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL S12 HWD	Staff Survey - All Council staff - I feel valued for the work I do	Not measured for Quarters		70%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL S15 HWD	Staff Survey - All Council staff - I feel a sense of achievement for the work I do	Not measured for Quarters		85%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL S17 HWD	Staff Survey - All Council staff - I feel that I am treated with dignity and respect within my team	Not measured for Quarters		85%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development

Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
ALL S21 HWD	Staff Survey - All Council staff - I am clear about how I contribute to the organisation's goals	Not measured for Quarters		85%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	Not measured for Quarters		<£1.00	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	Not measured for Quarters		>95%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Finance & Revenues
HWD SWP 001	Percentage of targets met for implementation of Strategic Workforce Plan	Not measured for Quarters		75%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager HR & Workforce Development
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	3.1		8.5	During the lockdown in 2020/2021 there was a noticeable reduction in the level of short term absence however as we began to increase service provision there has been an evident increase in absence levels during 2021/22. The majority of absence remains long term, i.e. 28 days or more. In terms of short term, minor illness continues to be the main reason for absence. Measures are in place to ensure absence is managed in line with Council process as well as a continued focus at ESLG/SLG.. Absence is reported and discussed at bipartites as well as at the Tripartite Forum.	Senior Manager HR & Workforce Development
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	Not measured for Quarters		28%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Procurement Manager
RAG CRD 003	Invoice Payment Within 30 Days	Not measured for Quarters		95.0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	Not measured for Quarters		>50%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	Not measured for Quarters		0.0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results


Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	Not measured for Quarters		95%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	Not measured for Quarters		0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance

Partnership & Performance: Customer Results







Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	58.3%	↓	100.0%	Performance is unfavourable in this quarter. Of 12 enquiries, only 7 were completed on targeted. Whilst there are a number of mitigating circumstances, including staff displacement, a renewed management focus will be brought on to this area to ensure that performance meets target.	Strategic Director - Partnership & Performance
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	14.3%	↑	N/A	1 of 7 complaints was upheld. Irrespective of the outcome, learning from complaints is an important input to operational learning.	Strategic Director - Partnership & Performance
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	14.3%	↓	100.0%	Performance is unfavourable in this quarter. 1 of 7 complaints was completed within timescale. Whilst there are a number of mitigating circumstances, including staff displacement, a renewed management focus will be brought on to this area to ensure that performance meets target.	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	78.2%	↓	100.0%	Performance is unfavourable in this quarter. 61 of 78 request met the 100% target ambition. Increased management focus will be brought on to this area to ensure that performance meets target.	Strategic Director - Partnership & Performance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	25.0%	↓	100.0%	Performance is unfavourable in this quarter, with only 2 of 8 enquiries responded to within target time. . Whilst there are a number of mitigating circumstances, including staff displacement, a renewed management focus	Strategic Director - Partnership & Performance











Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
					will be brought on to this area to ensure that performance meets target.	
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	Not measured for Quarters		>1%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Partnership & Transformation
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	Not measured for Quarters		97.0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Senior Manager Partnership & Transformation
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	Not measured for Quarters		100.0%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	As some of this data is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.








Partnership & Performance: People Results












Code	Description	Q2 2021/22		2021/22	Latest Note	Lead
		Value	Long Trend	Target		
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	Not measured for Quarters		100%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S05 HWD	Staff Survey - Partnership & Performance staff - I am given the opportunity to make decisions relating to my role	Not measured for Quarters		75%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	Not measured for Quarters		70%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S15 HWD	Staff Survey - Partnership & Performance staff - I feel a sense of achievement for the work I do	Not measured for Quarters		75%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S17 HWD	Staff Survey - Partnership & Performance staff - I feel that I am treated with dignity and respect within my team	Not measured for Quarters		95%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P S21 HWD	Staff Survey - Partnership & Performance staff - I am clear about how I contribute to the organisation's goals	Not measured for Quarters		100%	As the year end position is not yet available for the current year, full updates will be provided within future reports later in the reporting calendar.	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	2.4		8.1	The overall perforate trend is an improving one; however, there remains an element of volatility from one quarter to the next, and between teams. Some teams are relatively small therefore one long terms absence can have a significant impact. Absence and staff wellbeing remains a significant area of management focus given the impact that abstractions have on performance and limitations on backfill.	Strategic Director - Partnership & Performance





Improvement Actions

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 001	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work which included Covid response and recovery and EU Withdrawal risk and mitigation. Implementing workforce development around Integrated Emergency Management and Business Continuity Management will also be taken forward in 2021/22.	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The Council's MEOPS plan was reviewed in early 2020 and has been tested throughout the Global Pandemic. Further waves of Covid have been successfully co-ordinated, as has a number of challenging winter storms from Arwen to Eunice. A number of supporting plans are being reviewed as part of a programme of work being led through the FV Local Resilience Partnership. Development work continues on a number of major exercises.	Strategic Director - Partnership & Performance
P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		We have successfully supported the Council's budget engagement consultation for 2022/23 in the reporting period.	Senior Manager Partnership & Transformation
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	31-Mar-2022	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px; width: 40%;"></div></div> 40%		There has been some slippage on this action with national timelines for reporting reviewed and extended as a result of the pandemic. Progress on the Wellbeing LOIP will be reported to the Alliance in June, and work on a refreshed corporate plan can be expected once a new Administration is established post election. Progress in a number of other reporting areas is covered elsewhere in this report. A fuller update will be provided to committee on aspects later in the year.	Senior Manager Partnership & Transformation
P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	31-Mar-2022	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 75%;"></div></div> 75%		Good progress has been made to review corporate communications approaches, and align priorities with Be the Future and Strategic Roadmap. Various elements have been developed to support Be the Future programme, however development work continues on the strategy which will support a revised LOIP/corporate plan with an estimated completion date of summer 2022.	Senior Manager Partnership & Transformation
P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		The Council's progress on Mainstreaming Equalities and Diversity report was agreed at Council in April 2021 and published on the Council's website thereafter.	Senior Manager Partnership & Transformation
P&P 20 007	Develop a new Wellbeing Local Outcomes Improvement Plan with partners as part of the work to achieve a wellbeing economy. Review partnership structures, planning and performance management structures as part of this work.	31-Mar-2022	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 75%;"></div></div> 75%		Considerable progress has been made with significant support from the Scottish Government. The Clackmannanshire Alliance has agreed to consider a draft document when it meets in June 2022.	Senior Manager Partnership & Transformation


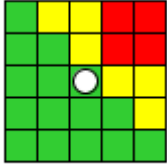
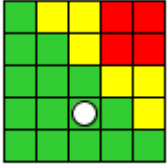
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 009	Maintain Healthy Working Lives (Silver Level)	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Retained. The programme has been suspended nationally due to the pandemic, but our group has continued to meet and to deliver a programme of interventions to support the workforce in line with the HWL programme.	Senior Manager HR & Workforce Development
P&P 20 010	Undertake Staff Survey	31-Dec-2021	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Survey is completed. Results being compiled by independent surveyor.	Senior Manager HR & Workforce Development
P&P 20 011	Develop & Implement a Leadership and Management Development programme that support our vision and values	31-Dec-2021	<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 75%;"></div></div> 75%		Significant work being undertaken, including Values Based Leadership work facilitated through the Columba 1400 programme, and work on commissioning a wider support programme is well underway based on learning through VBL and Covid response.	Senior Manager HR & Workforce Development
P&P 20 012	Embed new Health & Safety Management System	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Ongoing progress and development of the system which will continue for the foreseeable future.	Senior Manager HR & Workforce Development
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	31-Mar-2022	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px; width: 40%;"></div></div> 40%		Progress has been made in some areas but not in line with expectation. HR&WFP completed in 2020, however Legal & Governance, Partnership & Transformation and Finance & Revenues. The slippage was caused by various factors including a vacancy and competing priorities. This is being progressed as a priority and in line with wider Be the Future redesign principles.	Strategic Director - Partnership & Performance
P&P 20 014	Develop further the principles of the Fair Work Convention	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Progress continues to be made as part of the agreed Community Wealth Building Action Plan including achievement of Real Living Wage accreditation status..	Senior Manager HR & Workforce Development
P&P 20 018	Lead on the approach to enable improved governance through the Annual Governance Statement	31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Completed on schedule and reported to Audit Committee.	Senior Manager – Legal & Governance
P&P 20 019	Lead on the approach to deliver approved Annual Accounts	31-Dec-2021	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%		Completed on schedule and reported to Audit Committee. – clean audit opinion received	Senior Manager Finance & Revenues
P&P 20 021	Make preparations for the May 2022 Local Government Elections	31-Mar-2022	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px; width: 40%;"></div></div> 40%		Work is progressing satisfactorily and in line with schedule.	Strategic Director - Partnership & Performance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	31-Mar-2022	<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px; width: 30%;"></div></div> 30%		Work is underway. These documents will be reviewed and considered by Council as part of establishing a new Council after the LG elections.	Senior Manager – Legal & Governance


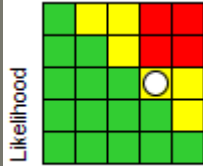
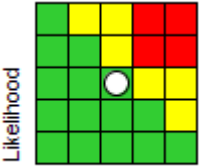
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Completed and approved by Council.	Senior Manager Finance & Revenues
P&P 20 027	Refresh the Digital Transformation Strategy in light of the new Scottish Digital Strategy and refine the Digital Roadmap for Clackmannanshire.	31-Mar-2022	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		Plans refreshed and considered by Council as part of the 2022/23 budget proposals.	Strategic Director Transformation
P&P 20 028	Refresh the ICT infrastructure Improvement Plan and ICT Asset Management Plan. This work will include a review of ICT policies on a programmed basis.	31-Mar-2022	<div style="width: 40%;"><div style="width: 40%;"></div></div> 40%		This work is ongoing. Key ICT risks and mitigating actions have been identified to increase the resilience of the Council's ICT infrastructure. Investment agreed by Council has been progressed in line with project planning, with further investment considered as part of the 2022/23 budget. M365 implementation is also well underway. An assessment of how work on policies can be expedited is underway.	Senior Manager Partnership & Transformation
P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	31-Mar-2022	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		The Council works to the Cyber Security Resilience Framework standards. M365 deployment is enhancing capabilities.	Senior Manager Partnership & Transformation
P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps	31-Mar-2022	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%		This work is ongoing and will continue substantially over the next year. The focus has been on business continuity and data protection, in which area significant work has been progressed since summer 2021. M365 deployment is also enhancing capabilities, with consideration on how additional resources can be brought to bear to increase capability.	
P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.	31-Dec-2021	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%		The first phase of this major implementation is focused on technical foundations (licenses; security; user guide and Policies; integration with existing systems), where significant progress has been made. albeit slightly behind target on the deployment plan. The user experience has focused on Teams thus far, with Outlook and MS apps the next major developments coming on stream. Major progress has been made in recruiting and developing a cadre of digital champions who will play a major role in the deployment and embedding of successive phases of M365.	Senior Manager Partnership & Transformation
P&P 20 033	Deliver the agreed IT capital plan	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		There has been a significant procurement undertaking this year, which is on budget and on target. Major capital deployments are also running to target.	Senior Manager Partnership & Transformation


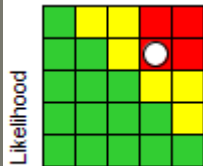
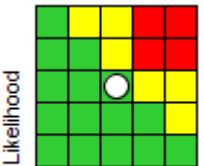
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.	31-Mar-2022	<input type="text" value="50%"/>		Progress this year has included a review of refreshed guidance and PMAP arrangements. Participation in national and regional CONTEST networks is ongoing. Current operational and strategic process remain in place, including mandatory training programmes for staff. Finalisation of a refreshed Contest strategy remains to be completed.	Senior Manager Partnership & Transformation
P&P 21 002	Undertake a Covid debrief process following the national review and debrief protocol.	30-Sep-2021	<input type="text" value="100%"/>		Complete, although delayed. It was reported to Audit Committee in February 2022. It is acknowledge that this will be an ongoing learning process.	Senior Manager Partnership & Transformation
P&P 21 003	Put in place Hybrid Working approaches to support COVID recovery and organisational transformation	31-Mar-2023	<input type="text" value="50%"/>		Work progressing through 3 working groups at present. Arrangements will be in place to support staff within the context of the Strategic Recovery Framework announced by the SG in February 2022.	Strategic Director - Partnership & Performance
P&P 21 004	Publish Local Child Poverty Action Plan Implementation and annual report; Gaelic Language Plan Implementation and annual report; BSL annual report.	31-Mar-2022	<input type="text" value="50%"/>		Likely to be some delay as a result of pre-election period. All reports will be reported as soon as possible when the new Council is established.	Senior Manager Partnership & Transformation
P&P 21 005	Support Census 2022 process for Clackmannanshire.	31-Mar-2022	<input type="text" value="100%"/>		Work is progressing on target.	Senior Manager Partnership & Transformation
P&P 21 006	Following formation of a New Administration develop a refreshed Corporate Plan 2022-27	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Updates will be provided within future reports.	Senior Manager Partnership & Transformation
P&P 21 007	Procurement Strategy Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Updates will be provided within future reports.	Senior Manager Finance & Revenues
P&P 21 008	Major emergencies operational procedures Civil Contingencies Guidance Review	31-Mar-2023	<input type="text" value="0%"/>		Work is ongoing and updates will be provided in future reports.	Senior Manager Partnership & Transformation
P&P 21 009	Business Planning Guidance and Performance Management Framework Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Updates will be provided within future reports.	
P&P 21 010	Consultation Guidance and Toolkit Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Updates will be provided within future reports.	Senior Manager Partnership & Transformation
P&P 21 011	Customer Charter Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Updates will be provided within future reports.	Senior Manager Partnership & Transformation


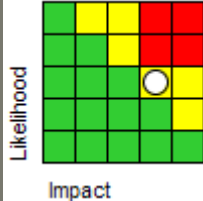
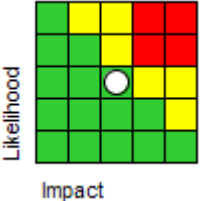
Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 012	Unacceptable Behaviour Policy Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Updates will be provided within future reports.	
P&P 21 013	Reporting Concerns at Work (Whistleblowing) Policy Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Updates will be provided within future reports.	
P&P 21 014	Financial Regulations Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Updates will be provided within future reports.	Senior Manager Finance & Revenues
P&P 21 015	Contract Standing Orders Review	31-Mar-2023	<input type="text" value="0%"/>		Work not started. Updates will be provided within future reports.	Senior Manager Finance & Revenues


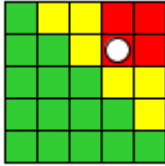
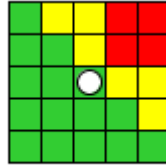
Risk Register


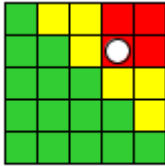
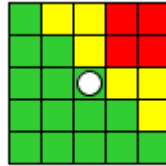
ID & Title	P&P SRR 001	Business continuity or resilience failure	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	9	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.						 <p data-bbox="1666 491 1688 587">Likelihood</p> <p data-bbox="1697 608 1771 628">Impact</p>	 <p data-bbox="1912 491 1935 587">Likelihood</p> <p data-bbox="1944 608 2018 628">Impact</p>		
Related Actions	P&P 20 001	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work which included Covid response and recovery and EU Withdrawal risk and mitigation. Implementing workforce development around Integrated Emergency Management and Business Continuity Management will also be taken forward in 2021/22.	Internal Controls	Business Continuity Plans						
Latest Note	Scotland remains in civil contingencies arrangements that have been in place since March 2020; it is anticipated that this will remain the case to some extent until such times as a critical mass has been achieved with the COVID-19 vaccine roll out programme which commenced on 8 December 2020. Staffing resources continue to be stretched in dealing with the impacts of the global pandemic, however, by and large most Business as usual services are operating to a significant extent. Concurrent risks from supply chain and labour issues, adverse weather, geopolitical events or major outage continue to pose an ongoing risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans will be required as soon as resources allow.									

ID & Title	P&P SRR 003	Ineffective communication and engagement with our communities	Status		Managed By	Senior Manager Partnership & Transformation	Current Rating	12	Target Rating	9
Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.						 Likelihood Impact	 Likelihood Impact		
Related Actions	P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	Internal Controls	Customer Consultation & Engagement						
	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.		Community Learning & Development Strategy						
				Mainstreaming Equality & Diversity						
		Community Asset Transfer Guidance								
Latest Note	P&P resources for this area of work are modest during Business as Usual but continue to be significantly depleted presently as a result of staff displacement to current higher priority Covid support operations. Despite the success of the vaccination programme, the numbers of residents required to isolate remains variable and high, placing ongoing and unpredictable pressures on the Council's support for isolation resources. This has undoubtedly led to some frustrations with communities or community groups when inevitable delays ensue. As Covid response requirements allow, resources will be returned to core community engagement work however until then, greater emphasis on communicating resource displacement to communities and partners may need to continue.									

ID & Title	P&P SRR 004	Ineffective engagement with Workforce/Sub optimisation of Workforce/Workforce Gaps/Aging Workforce	Status		Managed By	Senior Manager HR & Workforce Development	Current Rating	16	Target Rating	9
Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision. Workforce gaps as a result of difficulties with recruitment and retention and or displacement as a result of ongoing Covid response matters leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.						 Likelihood Impact	 Likelihood Impact		
Related Actions	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	Internal Controls	Staff Survey						
	P&P 20 010	Undertake Staff Survey		Strategic Workforce Plan						
	P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities		Portfolio Workforce Planning						
Latest Note	Substantial progress has continued on this area of work as part of the pandemic response. A number of workforce policies have been developed an implemented, in-year and workforce. Further work is plan as part of Be the Future programme. Labour shortages continue to cause difficulties across the board, impacting on operations and strategic priorities. Forecast suggest that labour shortages and supply chain issues may continue for at least the next 24 months, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity.									

ID & Title	P&P SRR 006	Significant Organisational Governance Failure	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	12	Target Rating	9
Potential Effect	There is a risk that the current pandemic environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.						 Likelihood Impact	 Likelihood Impact		
Related Actions	P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	Internal Controls	Internal Audit Programme						
	P&P 20 012	Embed new Health & Safety Management System		External Audit Assurance & Improvement Plan						
	P&P 20 019	Lead on the approach to deliver approved Annual Accounts		Annual Governance Statement						
	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.								
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps								
	P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.								
	P&P 21 014	Financial Regulations Review								
Latest Note	The current pandemic and concurrent risks profile, temporary pausing of audit and scrutiny activity in 2020 combined with staff turnover and a stretched workforce has created risks that could result in failures of governance. Audit and scrutiny programmes resumed in late 2020. Capability and capacity is improving but it may be some time yet before this risk returns to pre-Covid levels, and therefore this risk will require ongoing significant focus. Our External Auditor raised the risk and Fraud and Corruption in its most recent audit opinion within the current pandemic response environment therefore this area will be a priority in the coming months.									

ID & Title	P&P SRR 007	Increased Services Demands/Demand Pressures Arising from Covid/Deteriorating Economic Outlook	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	Risk that current resource base cannot meet rising demand resulting from Covid pandemic and other environmental factors including Brexit and climate change.									
Related Actions	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	Internal Controls	Budget Strategy & Monitoring			Likelihood	Impact		
	P&P 21 015	Contract Standing Orders Review		Corporate Transformation Programme						
				Procurement Strategy						
Latest Note	Demand pressures are indicating a high degree of uncertainty in regard of short to medium term budget planning. It is looking increasingly unlikely that inflationary costs pressures will return to pre-Covid levels. This is exacerbated by current geopolitical events in Eastern Europe, suggesting our greatest challenges may lie ahead. Whilst this is impacting on costs to the Council, it is also impacting on our communities, which in turn poses a risk of increasing service demands. Given the extent of external environmental factors there is a large element of this risk that the Council may need to tolerate and react to in the short to medium term, however increasingly transformational service delivery options will require consideration with a renewed degree of urgency.									

ID & Title	P&P SRR 008	Failure to Keep Pace with Digital Agenda/Cybersecurity Breach	Status		Managed By		Current Rating	16	Target Rating	9
Potential Effect	Covid biosecurity requirements have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security.									
Related Actions	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	Internal Controls				Likelihood	Impact		
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps								
	P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.								
	P&P 20 033	Deliver the agreed IT capital plan								
Latest Note	The Council has made significant investment in digital infrastructure during the Covid pandemic, including M365 and digital telephone payments. This work will need to continue at pace to meet citizen demand and to sufficiently realise benefits. Given the general increased risk profile across the board, including the impacts and consequences of geopolitical developments in Eastern Europe, this is an important area of ongoing focus.									

