
Report to **Audit & Scrutiny Committee**

Date of Meeting: **25th August 2022**

Subject: **Corporate Plan Report**

Report by: **Strategic Director – Partnership & Performance**

1.0 Purpose

1.1. This report presents a performance summary for Clackmannanshire Council's Corporate Plan 2018-22. Appendix A forms part of the Council's statutory Public Performance Reporting (PPR) duties and, for each corporate priority, summarises: Local Government Benchmarking Framework (LGBF) indicators; corporate risks; and key enabling strategies. While this is the first opportunity to present for scrutiny, Appendix A was published on the web by 31-Mar-2022, in accordance with statutory duties. Please note that risks show the year-end position, which is superseded by the quarter 1 review also being presented.

2.0 Recommendations

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

3.0 Considerations

3.1. Corporate Plan 2018-22

3.1.1. The Council's Corporate Plan 2018-22 – Be the Future was approved by Council in December 2018 and represents the Council's contribution to the Clackmannanshire Alliance's Local Outcomes Improvement Plan (LOIP). The Corporate Plan's development included staff and public consultations, feedback from partner organisations and local groups, and further work by the Extended Strategic Leadership Group.

3.1.2. The report presents an introduction and overview, then summarised and detailed information around the six Corporate Priorities of:

- Inclusive Growth, Jobs & Employment;
- Reducing Child Poverty;
- Raising Attainment;
- Sustainable Health & Social Care;
- Empowering Families and Communities; and
- Organisational Transformation.

3.1.3. This is the first time this information has been presented as a combined corporate report, including indicators, risks and strategies, with the aim of presenting a more comprehensive picture. The report takes a balanced, realistic and transparent view of positives and negatives regarding performance levels, areas for improvement and the challenges we face, and our strategies detail how we will address these issues in order to achieve our goals and improve outcomes for the area. Risk and strategy summaries show the year-end position, while the most recent LGBF data is for 2020/21 (for most indicators).

3.2. Local Government Benchmarking Framework

- 3.2.1. This report includes only LGBF indicators, while a wider range of local indicators are presented in LOIP reports, and other plans listed in the Appendix. The LGBF forms part of Councils' statutory PPR duties, with remaining duties fulfilled by other reports throughout the year, presented on the Council's website (www.clacks.gov.uk/council/performance/). Since the LGBF was introduced 9 years ago, progress in framework development has been limited in several areas, and significant concerns still exist around indicator validity, data integrity & consistency, submission processes, and timeliness. Issues around a lack of robust satisfaction measurement, in particular, have not yet been resolved and have worsened this year, with no 20/21 data available in time for this report.
- 3.2.2. Officers contribute, where possible, to framework development and the resolution of such issues via national groups, including the Scottish Performance Management Forum. As well as analysing and reporting data, work to share knowledge and good practice is also conducted in 'family groups' of authorities with similar deprivation levels (for Education, Social Work and Housing) or similar population density (for all other areas). LGBF data for all Scottish local authorities is published by the Improvement Service in Jan/Feb each year on the My Local Council tool (<http://scotland.mylocalcouncil.info/>).
- 3.2.3. Changes are made to the national framework each year, however, the method of applying these over six months after the end of the reporting year makes it extremely difficult for Councils to follow appropriate performance management processes, such as setting targets in advance. While the areas newly added to the framework this year (below) were already monitored locally, different calculations have been selected for use nationally. Therefore, for these indicators, 2020/21 will provide the baseline for future targets:
- Economic Development
 - Gross Value Added (per Capita);
 - Unemployment Rate – Working Age (16-64 years); and
 - Unemployment Rate – Young People (16-24 years).
 - Partnership & Transformation
 - Child Poverty Rate (After Housing Costs).
- 3.2.4. Data integrity and adherence to statutory duties is reviewed annually by external audit, and no concerns have been raised with Clackmannanshire's submissions for many years, as confirmed in Audit Scotland reports to Audit Committee (most recently 03-Feb-2022). The indicator summaries in Appendix A aim to follow recognised good practice from Audit Scotland, the European Foundation for Quality Management and others. This includes reporting: Trends (annual variance); Targets (red/amber/green status); Comparisons (benchmarks); and Causes (management commentary on initiatives/remedial action). Information is presented in accordance with the Publication of Information (Standards of Performance) Direction 2018, set by the Accounts Commission.
- 3.2.5. As can be seen from the positives and negatives presented, performance management is a complex area, with the needs of many groups, and numerous other factors to be taken into account, as well as the principles of Best Value. The pandemic introduced new complexity and compounded existing issues, such as consistent reporting across authorities, most significant in the case of Leisure, with different areas in lockdown for different durations, with facilities closed. In other areas, methodological changes either mask results or affect comparability with previous years, such as in Adult Care inspections, unemployment (partially masked by the furlough scheme), absence (masked by the exclusion of Covid), and Education (attendance and attainment). Substantial refocussing of services and resources was also required, due to rapidly changing community need, rendering some targets unachievable. We continue to develop performance management approaches to improve accuracy, and use benchmarking to inform recovery planning.

3.3. Corporate Risk Management

- 3.3.1. In addition to performance indicators, corporate planning also requires consideration of internal and external challenges with the potential to prevent or hinder the achievement of goals. An effective risk management approach ensures that the Council is aware of such factors and, where appropriate, takes action to reduce or remove risks to ensure initiatives are successful. The purpose of risk management is not to prevent activities from taking place, but to ensure that all relevant factors are taken into account in their planning and execution so that the best possible outcomes are realised for the area.
- 3.3.2. Council officers and services deal with a wide variety of operational risks to individuals, communities and internal management processes on a daily basis. A corporate risk management approach, however, must take a wider, more strategic view and consider the implications of short-, medium- and long-term concerns, as well as (often complex) inter-dependencies. The hierarchy of risk logs, from teams, services, directorates and partnerships, up to the corporate log should ensure that each level has holistic oversight of the most significant issues that must be monitored and managed in that area.
- 3.3.3. The Council follows a systematic risk process, reporting corporate and directorate risks to Committee on a regular basis. Our risk processes are assessed via internal and external governance and audit mechanisms, and peer-reviewed by other local authorities. Steps are taken to integrate the assessment process with key functions, such as Internal Audit, Legal & Governance, Workforce Development, Equalities, Communications, Emergency Planning, Asset Management, Sustainability, etc. One of the key mechanisms for this, as well as disseminating information, is the Corporate Risk & Integrity Forum.
- 3.3.4. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and engagement with a range of individuals and groups, using corporate guidance to ensure consistency. It would be impossible to remove all risk from our operations as most Council functions have inherent risks, as do most changes, but failing to develop and improve as an organisation would also involve risk. Thus, never taking risks could also mean failing to fulfil statutory duties, comply with new legislation or take advantage of improvement opportunities, new technologies, etc. The aim, therefore, is not to be 'risk averse' but 'risk aware'.
- 3.3.5. While the LGBF is reported annually, corporate risk is reported to Audit Committee on a bi-monthly basis (most recently 03-Feb-2022), therefore, there is less movement in risk scores in this report. At the year-end stage, mitigating actions had been successful in reducing three risks, while a further two had increased as a result of wider global events. Though some other risks had increased or decreased slightly, this was not with the materiality required to change the score. While this summary demonstrates alignment to indicators, strategies and corporate priorities, the risk assessments themselves are superseded by the separate, quarter 1, risk report also being considered on this agenda.

3.4. Corporate Strategies

- 3.4.1. Enabling strategies, either on a thematic or organisational unit basis, demonstrate how the vision, priorities and outcomes of the LOIP and Corporate Plan will be delivered, taking into account performance levels and key risks. For the first time, this report links our key indicators and risks to a summary of our high-level corporate strategies with these, in turn, underpinned by other strategies, policies, processes and operational procedures. Many of these are delivered in close partnership with other public, private and 3rd sector organisations, though this report focusses more on Council activity and the most significant strategies on which we lead. Other partnership activities are examined in more detail in Local Outcomes Improvement Plan reports and in the other plans and strategies listed, for which links to further information are provided.

- 3.4.2. The Corporate Strategy Guidance & Summary shows the lead directorate and team for each plan as well as scrutiny bodies (at the time), with a wide distribution across the People, Place and Partnership & Performance Directorates. While the Health & Social Care Partnership and 'Be the Future' Transformation Programme have differing management arrangements, the Council's Strategic Leadership Group includes representatives of both. These functions each work to a single strategic plan, similarly to Business Plans providing a holistic overview of all work undertaken by the Council's other three directorates.
- 3.4.3. The summaries throughout the Appendix aim to present information on the purpose of the strategy, the main aims, priorities or areas of work, key achievements made so far (though these may be fewer for more recently developed or approved plans), and links to further information. Again, there are a wide range of common themes and interdependencies within and between strategies, and each should include details of how it integrates with the wider policy environment. This demonstrates the 'how', 'when' and 'by whom' for delivery of the Corporate Priorities and LOIP outcomes. Work continues to develop and implement plans, incorporating intelligence from demographic, performance and risk analyses.

3.5. Conclusion

- 3.5.1. While Appendix A contains extensive information, it is hoped that this provides a more useful view of activities than reporting each component in isolation. It is important for the Council to take a broad view of performance, risk and transformational planning to ensure that decisions are robust and evidence-based, incorporating the knowledge and experience of as many internal and external professionals as possible, as well as having a clear focus on community engagement. As with all areas of work, the streamlining and improvement of performance, risk and planning processes is necessary and it is hoped that this report meets as many needs as possible, and provides a helpful summary for the Council's workforce, Elected Members and the public.
- 3.5.2. It cannot be denied that the Council currently faces unprecedented challenges, both in relation to national and international issues, as well as those specific to, and felt more acutely in the Forth Valley and Clackmannanshire area. Since this Corporate Plan was written in 2018, many aspects of the public sector landscape have changed, all of which will inform the development of the new plan. One thing that has not changed, however, is our clear ambition and intent to be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, in order to improve the quality of life for every person in Clackmannanshire.

4.0 Sustainability Implications

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

5.0 Resource Implications

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

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

5.3. Finance have been consulted and have agreed the financial implications as set out. Yes ✓

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

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix A – Corporate Plan Performance Report

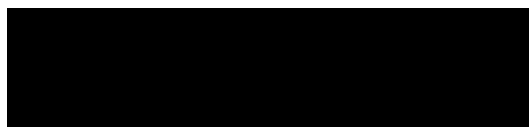
11.0 Background Papers

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)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Clackmannanshire Council Corporate Plan 2018-22

Performance Report

Be the
FUTURE



	Page	
1. Introduction	1	This report presents information on Clackmannanshire Council’s 2018-22 Corporate Plan: Be the Future.
2. Corporate Plan Overview	2	Approved by Council in December 2018, the Corporate Plan represents the Council’s contribution to the Clackmannanshire Alliance’s Local Outcomes Improvement Plan (LOIP, both can be found on the Council’s website: www.clacks.gov.uk/council/performance/). The Corporate Plan’s development included public and staff consultations, feedback from partner organisations and local groups, and further work by the Extended Strategic Leadership Group to incorporate feedback and develop the organisational vision and values.
3. Guidance & Overall Summary	3	Clackmannanshire has much to be proud of: its long history and rich heritage; its stunning scenery and places to visit; its welcoming communities and strong and proud local identity; its central location and digital infrastructure; and its traditions of public service. These strengths make Clackmannanshire a great place to raise a family and feel part of the community.
4. Corporate Priority Performance Summaries:		
4.1 Inclusive Growth, Jobs & Employment	6	The Plan’s aim, therefore, is to celebrate these strengths and build on them to achieve ambitious goals for the future of the area and its people. This also involves identifying areas where improvements are necessary, and looking inwardly at how things are managed, as well as looking outwardly with the Council, to how we can learn from other local authorities, work better with other public services and partners, and engage meaningfully with local groups, communities and individuals.
4.2 Reducing Child Poverty	12	In order to achieve these goals, we must take a realistic view of the challenges we face, some of which are unique to the area (or more acute here than elsewhere), some specific to the current public sector landscape, and some wider issues affecting all of Scotland, the UK, Europe, or the world.
4.3 Raising Attainment	16	This report, therefore, presents information on:
4.4 Sustainable Health & Social Care	21	<ul style="list-style-type: none"> • performance indicators – which help us identify the areas where attention must be focussed; • corporate risks – which we must bear in mind to ensure our goals are achieved; and • key corporate strategies – which demonstrate how these areas will be addressed.
4.5 Empowering Families & Communities	24	Since this plan was written in 2018, the coronavirus pandemic and other factors have changed the world. Some of this change is temporary, some with longer-lasting implications and concerns, and some presents opportunities for building towards a better future. One thing that has not changed, however, is our clear ambition and intent to be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, in order to improve the quality of life for every person in Clackmannanshire.
4.6 Organisational Transformation	31	

2. Corporate Plan Overview

Our Vision

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire

This Plan

- Sets the strategic direction for the Council to 2022
- Describes the priorities that we believe will deliver better outcomes
- Describes what we will do and how we will measure progress

Our Priorities

We will achieve our vision through prioritising:

- Inclusive Growth, Jobs & Employment
- Raising Attainment
- Empowering Families & Communities
- Reducing Child Poverty
- Sustainable Health & Social Care
- Organisational Transformation

Our Outcomes

These priorities are aimed at realising our vision, however, they are also the Council's contribution to delivering on better outcomes for Clackmannanshire in our Local Outcome Improvement Plan 2017-27:

- Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all
- Our communities will be resilient and empowered so that they can thrive and flourish
- 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 Values

Be the CUSTOMER	Listen to our customers, communicate honestly and with respect and integrity
Be the TEAM	Respect each other and work collectively for the common good
Be the LEADER	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance
Be the COLLABORATOR	Work collaboratively with our partners and communities to deliver our vision and outcomes
Be the INNOVATOR	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth
Be the FUTURE	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity

The Local Government Benchmarking Framework

LGBF	The Local Government Benchmarking Framework enables comparisons across Councils, and 'family groups' (with similar deprivation levels or population density). This report includes all LGBF measures, and additional local indicators are reported in the LOIP as well as the other strategies shown on page 5. While 'league tables' can encourage undesirable behaviours, it is important to know how we are progressing in relation to other authorities, and the country as a whole, as well as analysing trends and target achievement. National forums and family groups continue working to develop and benchmark the processes behind the data, to determine which approaches may be best suited to achieve positive outcomes for communities in each unique Scottish authority.
Years	The value achieved by Clackmannanshire Council in the financial year shown. Indicators for which 2020/21 data is not available are purple and the summary is for the most recent year held (lagging, delayed, biennial or Children's Social Work, where national publication timescales do not allow for inclusion here). Costs for previous years may differ slightly elsewhere as they are reported here as actual costs, but are sometimes reported using a 'deflator' to cancel out inflation.
Trend	Whether performance levels have improved or declined since the previous year. Though we cannot realistically expect to improve in all indicators, for each area, we must determine whether efficiency, effectiveness or satisfaction (or a balance of all three) is the priority, and set targets accordingly. Performance has improved Performance is consistent Performance has declined Missing data for previous or current year
Target/Status	The target set and whether it was met (within tolerance). This highlights areas requiring attention, while those achieving (or close to) target remain green. Meeting target or within 5% 5 - 15% worse than target >15% worse than target No target (new measure or 'no service')
Rank/Quartile	Authorities' results are ranked best (1 st) to worst (32 nd) to support learning from strong performers. Rankings are grouped into 4 quartiles for a higher-level summary. If not all authorities report, there are fewer than 32 rankings so quartiles are smaller (such as Housing, not reported by 6 authorities due to differing arrangements). Minimising costs is a broad financial sustainability goal, however, this also represents investment, so spend may be higher in priority areas. Top quartile - 1 st to 8 th place 2 nd quartile - 9 th to 16 th 3 rd quartile - 17 th to 24 th Bottom quartile - 25 th to 32 nd No rank
Scotland	The overall figure for Scotland (calculated from raw figures), or the average result reported by local authorities (where raw data is not available).

Summary of Performance (in the most recent year available for each indicator)

Corporate Priority	Trend (comparison to previous)				Status (comparison to target)				Quartile (comparison to benchmarks)					Total
1. Inclusive Growth, Jobs & Employment	7	1	11		10	1	5	3	6	5	5	3		19
2. Reducing Child Poverty	4		2		3		2	1	2	1		3		6
3. Raising Attainment	14	2	9		12	6	7		5	4	6	10		25
4. Sustainable Health & Social Care	5		6		7	1	3		4	2	2	3		11
5. Empowering Families & Communities	10		13	1	13	6	4	1	6	4	5	8	1	24
6. Organisational Transformation	7	3	5		13	2			6	2	5	2		15
Total (100 indicators so percentages the same)	47	6	46	1	58	16	21	5	29	18	23	29	1	100

Corporate Risks describe major undesirable events we want to avoid or manage, as well as potential causes and consequences. The corporate lead (or delegated officer) provides updates and reviews scores, setting a target threshold for when it will be considered for demotion to a lower-level risk log. Actions show work in progress to 'Treat' (mitigate) risks and once complete, though they remain under review, these become Controls and the risk may be 'Tolerated'.

As with indicators and strategies, risks are aligned to Corporate Priorities, some of which are more specific and focussed, while others involve broader issues, so may have more risks linked to them. In addition, we have greater control and more explicit responsibilities regarding internal management of the Council, therefore, Priority 6 has substantially more associated risks. Much of our work includes inherent risk, and we must carefully consider options in light of priorities.

Changes & Distribution of Scores	Priority	Risk Title	Score	Status	Approach	Change
<p>At 2021/22 year end, there are 17 risks on the Corporate Register.</p> <p>The previous report to Audit Committee (Feb-2022) contained 19, advising that 3 were being removed from the log, however, this decision has been reversed in the case of Attainment.</p> <p>Status 8 risks are red (previously 9) 8 risks are amber (previously 10) 1 risk is green (previously 0 – few green as often demoted to lower-level registers)</p> <p>Approach 12 risks are being Treated (previously 14) 5 risks must be Tolerated (previously 5)</p> <p>Change in Scores Since Last Review 2 risks have increased 12 risks remain the same 3 risks have reduced</p> <p>No risks have been added or removed</p>	1. Inclusive Growth, Jobs & Employment	Supply Chain & Labour Market Disruption	20		Tolerate	
	Failure of Public Utility Supply	12		Tolerate		
	Failure to Prepare for Severe Weather Events	12		Tolerate		
	2. Reducing Child Poverty	Impact of Poverty, Inequality & Changing Demographics	20		Treat	
	Harm to Child(ren)	12		Treat		
	3. Raising Attainment	Increasing Attainment Gap	16		Treat	
	4. Sustainable Health & Social Care	Public Health Emergency	20		Tolerate	
	5. Empowering Families & Communities	Continued Contribution to Climate Change	15		Treat	
	Failure to Prevent Extremism and/or Radicalisation	15		Treat		
	Failure to Address Serious Organised Crime	12		Treat		
	6. Organisational Transformation	Insufficient Financial Resilience	25		Treat	
	Insufficient Pace and Scale of Organisational Transformation	20		Treat		
	Health & Safety Breach	16		Treat		
	Inadequate Workforce Planning	16		Treat		
	IT System Failure	15		Treat		
	Information Not Managed Effectively	12		Treat		
	Industrial Unrest	8		Tolerate		

Corporate Strategies detail agreed actions and targets to fulfil local & national ambitions, and statutory duties. These are the delivery mechanisms for the Corporate Plan and its contribution to the Local Outcomes Improvement Plan.

This report summarises each strategy's purpose, main aims, themes, objectives or areas of work, key achievements (fewer for recently approved plans), and how they link to national strategies, as well as providing links to further information.

Priority	Strategy/Approach	Lead Director	Lead Team	Scrutiny Body
1. Inclusive Growth, Jobs & Employment	City Region Deal	Place	Economic Development	Council/Joint Programme Board
	Local Development Plan	Place	Planning & Building Standards	Place Committee
	Local Employability Partnership Delivery Plan	Place	Economic Development	Clackmannanshire Alliance
	Local Transport Strategy	Place	Roads & Transportation	Place Committee
	Strategic Housing Investment Plan	Place	Housing	Place Committee
2. Reducing Child Poverty	Children's Services Plan	People	Children's Social Work	People/CP Committee
	Child Poverty Action Plan	People	Partnership & Transformation	P&P Committee
	Corporate Parenting Plan	People	Children's Social Work	People/CP Committee
	Community Justice Outcome Improvement Plan	People	Community Justice Partnership	Clackmannanshire Alliance
3. Raising Attainment	National Improvement Framework & Attainment Challenge	People	Education	People Committee
	Community Learning & Development Plan	People	Community Learning & Development	People Committee
4. Sustainable Health & Social Care	Health & Social Care Strategic Commissioning Plan	HSC	Health & Social Care Partnership	P&P Committee/IJB
	Housing Contribution Statement	Place	Housing	P&P Committee/IJB
	Sport & Active Living Framework	People	Sports Development	People Committee
5. Empowering Families & Communities	Community Empowerment	P&P	Communications & Community	Council
	Local Housing Strategy	Place	Housing	Place Committee
	Sustainability & Climate Change Strategy	Place	Energy & Sustainability	Place Committee
	Community Wellbeing & Resilience	P&P	Partnership & Transformation	Clackmannanshire Alliance
	Mainstreaming Equalities	P&P	Partnership & Transformation	P&P Committee
	Violence Against Women Strategy (Equally Safe)	P&P	Partnership & Transformation	Clackmannanshire Alliance
6. Organisational Transformation	Organisational Redesign & 'Be the Future' Programme	Transformation	Programme Management Office	Council
	Local Code of Governance	P&P	Legal & Governance	Audit Committee
	Internal/External Audit & Best Value Assurance	P&P	Legal & Governance	Audit Committee
	Financial Strategy	P&P	Finance & Revenues	Audit Committee
	Procurement Strategy	P&P	Finance & Revenues	Audit Committee
	Digital Strategy	P&P	ICT Services	P&P Committee
	Strategic Workforce Plan	P&P	HR & Workforce Planning	Audit Committee
	Communication & Engagement Strategy	P&P	Communications & Community	Council
	Directorate Business Plans	P&P	Legal & Governance	People/Place/P&P Committee

CP = Child Protection
ICT = Information & Communication Technologies

HR = Human Resources
IJB = Integration Joint Board

HSC = Health & Social Care
P&P = Partnership & Performance






















4. Performance Summary for Corporate Priorities




























Corporate Priority 1: Inclusive Growth, Jobs & Employment










Performance Indicators

While this report only includes Local Government Benchmarking Framework indicators, a wider range of local indicators are also reported for the other plans and strategies listed. Many indicators, risks & strategies are relevant to more than one Priority, with various links and interdependencies, and most initiatives aiming to address multiple challenges. The key service areas working around the theme of Inclusive Growth, Jobs & Employment include Roads & Transportation, Education, Economic Development and Development Planning.

With lower jobs density, and relatively high travel costs, there are often limited pathways out of poverty for people in Clackmannanshire. Local businesses, however, are highly productive and our central location, vibrant communities and environment are key assets. A buoyant local economy is essential to improving outcomes, and encouraging inward investment and visitors to the area. We must enable more people to both contribute to, and benefit from, economic success, working to both create opportunities, and enable local people to access them.



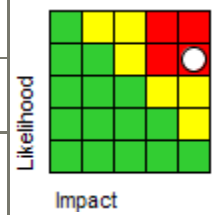


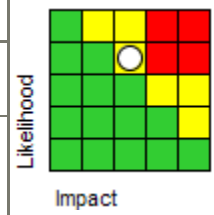


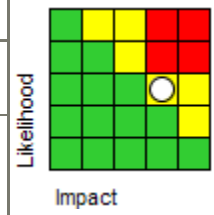
Roads & Transportation	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of maintenance per kilometre of road	£18,029	£17,066	£12,968 	£9,707 	22 	£9,761	Capital increase of 16.8% (£2.54m to £2.97) due to new investment in Safer Routes to School, increased investment in Cycling Walking Safer Street offset by a reduction works on the road network (66.5% reduction in Road & Winter Maintenance revenue expenditure). There are concerns regarding the accuracy and consistency of authorities' reporting for this measure.
A class roads that should be considered for treatment	24.3%	24.8%	26.5% 	25.0% 	16 	29.8%	Roads Maintenance activities were emergency works only from March 2020 to June 2020 at the start of the first lockdown - and thereafter maintenance activities picked back up - incurring additional costs for social distancing, more vehicles being used etc. Cost figures also include discrete schemes such as Alva Regeneration, whilst this £1m public realm improvement is spent on roads infrastructure it represents less than 0.003% of the road network (this also includes footways, street lighting, drainage etc).
As above – B Class	22.2%	18.0%	18.5% 	20.0% 	1 	34.0%	
As above – C Class	30.4%	29.0%	27.4% 	30.0% 	9 	33.6%	
As above – Unclassified	40.2%	43.0%	43.2% 	42.0% 	24 	38.3%	
Education	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
School leavers entering positive destinations	94.2%	96.5% 	Not yet available	94.8% 	3 	93.3%	Improved partnership work with Skills Development Scotland & Forth Valley College across all 3 Secondary Schools & CLD has seen an increase in our destination rate.
16-19 year-olds participating in employment, education or training	90.1%	89.3%	90.0% 	92.1% 	30 	92.2%	When analysed by participation category, there are more school leavers participating in employment and training & personal development than the Scottish average.

Economic Development	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Economic Development & Tourism per 1,000 population	£35,447	£34,459	£37,707 	£102,811 	4 	£87,793	Further investigation into the detailed inclusions and exclusions in this calculation will be conducted in order to set future targets, as investment in essential employability and business support services is critical for inclusive growth.
Business gateway startups per 10,000 population	23.0	20.4	17.9 	23.0 	10 	11.2	The number has declined slightly (-12%), though to a lesser extent than nationally (-32%), therefore our 10 th place ranking has been maintained. Please note that the target for Business Gateway Startups was reduced during the year 2020/21 to allow the BG team to support COVID enquiries.
Town vacancy rate (vacant retail units as % of total) – Alloa town centre only	12.4%	7.5%	13.6% 	11.7% 	23 	12.4%	The town centre vacancy rate has risen as it has done nationally as retailers respond to the challenges of the pandemic.
Gross Value Added (per Capita)	£20,058	£20,702 	Not yet available		20 	£26,240	Figures for 2020/21 not yet available. The trend up to 2019/20 continues to show GVA increasing year on year. Clackmannanshire has the greatest ranking improvement over the last 10 years of any Local Authority.
Properties with Superfast Broadband	94.0%	94.8%	95.8% 	95.0% 	15 	93.8%	There is a small increase this year and the figure remains above the Scottish figure of 93.8%.
Residents earning less than the Living Wage	26.3%	22.9% 	Not yet available	19.4% 	21 	16.9%	It is disappointing that Clacks has not been provided with a 20/21 value for this critical measure. As yet, no explanation has been given as to why we (and 5 other authorities) were excluded from results.
Unemployed people assisted into work via Council employability programmes	10.0%	14.6%	9.0% 	12.7% 	9 	6.4%	Numbers supported into work are lower for the year which is to be expected in line with the reduction in face to face services, redeployment of staff to Covid support tasks and the lower numbers of opportunities available as businesses were not operating.
Unemployment Rate – Working Age (16-64 years)	4.3%	4.2%	6.5% 		25 	6.1%	Figure to March 2021 shows an increase in unemployment rate for both Working Age and Young People in line with the overall Scottish rates / trend. This increase is most likely due to the impact of the Covid pandemic finally filtering through after rates remained quite static in 18/19 and 19/20. The gap between Clacks and Scotland narrowed to March 2021 in both age groups. Worth noting that latest data to January 2022 shows Unemployment rates for overall working population falling back towards 19/20 figures for both Clacks and Scotland.
Unemployment Rate – Young People (16-24 years)	6.6%	6.8%	9.3% 		28 	7.2%	

Development Planning	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per local planning application	£2,586	£2,818	£3,575 	£4,440 	6 	£5,044	Lower than average and variable depending on number of applications received by small planning team. Staff undertake additional functions beyond assessment of planning applications (eg. capital project management, bid preparation, Local Development Plan assistance and environmental improvement work).
Average weeks to process commercial planning applications	7.6	6.3	6.5 	10.5 	2 	10.6	Slight increase (3%) due to Covid but reduced for previous 3 years (32% improvement from 9.5 weeks in 16/17) following focus on economic development. Lower than national average and top quartile ranking maintained for 3 rd year.
Immediately available employment land (as % of employment land allocated in Local Development Plan)	5.3%	68.5%	68.5% 	36.2% 	11 	38.9%	Higher than average but related to market conditions. The Local Development Plan has identified sufficient land availability however this has not always been effective as planning permission has not been granted to result in immediately available land. This is outwith Council control as it cannot apply for planning permission for private land and is therefore subject to market forces. However planning permission has been granted for significant employment sites (such as Kilbagie) and further permissions are expected to be granted for other sites (such as Carsebridge) in the coming year. The percentage of immediately available land is therefore expected to increase significantly by the next reporting period.

Again, several of the risks mentioned elsewhere in this document are also relevant to this Priority, but those most directly linked are shown below. Many of the expected impacts of EU Withdrawal, and those forecasted to be more acute in Clackmannanshire, relate to the local economy and unemployment.

Substantial preparations have been made for this, and continue to develop, as do plans for managing the potential impact of utility failures and severe weather. Continuity & response plans, and close work with partners, will minimise the impact on local people and businesses, with specific focus on vulnerable groups.

		Supply Chain & Labour Market Disruption	Chief Executive	Current Score	20	Existing Controls	
Risk	Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate			SLAs & Contracts			
Potential Effect	The Council could fail to recruit or retain staff with the required knowledge & experience, and/or be subject to direct or third-party impacts if suppliers are unable to source goods/materials or staff to fulfil contractual obligations					Recruitment & Retention Policy	
Note	While contracts and other mechanisms and monitoring may reduce the impact to a certain extent, we must broadly tolerate this significant external risk. Where possible, mitigations are being sought, particularly in relation to Procurement and Human Resources, as well as analysis of potential future impacts in order to inform and develop contingency plans.					Procurement Processes & Procedures	
		Failure of Public Utility Supply	Strategic Director - Partnership & Performance	Current Score	12	Existing Controls	
Risk	Loss of gas, electricity, water or communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.			Business Continuity Plans			
Potential Effect	Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.					Major Incident Procedures	
Note	This risk remains a concern due to infrastructure & power interdependencies, particularly black start outage recovery time (now believed to be minimum 7 days). Priority for the Resilience community, particularly due to Councils' duty of care. Planning & work ongoing, regular testing of plans, lessons learned from previous incidents and quarterly meetings with resilience partners including SPEN, SGN and Scottish Water.					Emergency Response Plan	
		Failure to Prepare for Severe Weather Events	Strategic Director - Place	Current Score	12	Existing Controls	
Risk	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).			Business Continuity Plans			
Potential Effect	Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Increased workload in numerous services, impact on delivery, reputation & finances.					Winter & Flood Management Plan	
Note	Resilience groups continue to plan and mitigate risks, and discussions held with Police Scotland on how to improve community resilience response for flooding e.g. road closures on minor roads. Increased resilience is, however, seasonably dependant and in light of the potential 'layering' of risks this year including the ongoing pandemic response the risk score remains consistent.					Forth Valley Local Resilience Partnership	

We have a wide range of strategies in place to manage performance levels and risks in relation to this Priority. In addition to the opportunities City Region Deal will provide, growth and employment is a key priority of the Local Development Plan.

Much work to implement the national 'No One Left Behind' employability agenda is conducted with a range of partners, and the Local Transport Strategy and Strategic Housing Investment Plan are also vital for enabling inclusive growth.

City Region Deals offer the potential for new collaborative regional partnerships, focused on long-term strategic approaches to improving regional economies. They can deliver positive outcomes in line with Scottish and UK Government policy: they encourage Local Authorities to operate strategically at the regional level and they can support a long-term focus on the priorities required to deliver Scotland's Economic Strategy. Each deal is bespoke to the city region and will include a package of measures designed to work as a coherent whole.

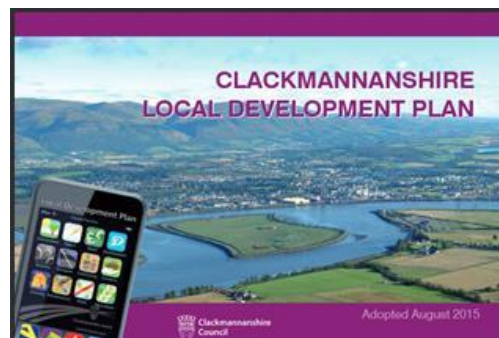


Further Information can be found at: www.clacks.gov.uk/citydeal

In February 2020, Clackmannanshire Council, Stirling Council and the University of Stirling joined with the Scottish and UK Governments to formally sign the Stirling & Clackmannanshire City Region Deal. Subject to further business case development, this secures £90.2 million regional investment announced in the Heads of Terms Agreement in May 2018.

Clackmannanshire is set to benefit from £45.1 million investment over the next 10 years through:

- Scotland's International Environment Centre (training facilities & business incubator) with Stirling University;
- Skills and inclusion programmes to complement regional programmes;
- Clackmannanshire based capital projects and digital investment in an Alloa hub;
- Investment in culture, heritage and tourism assets, in recognition of opportunities to strengthen offerings;
- Improved active travel routes, working with Transport Scotland to improve regional connectivity; and
- A Regional Energy Masterplan to support the region's low carbon ambitions.



The **Local Development Plan** plays a key role in the delivery of the Scottish Government's overall aim of creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. The Clackmannanshire Local Development Plan (LDP) seeks to place sustainable development at the heart of its vision, strategy and policies. The goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations.

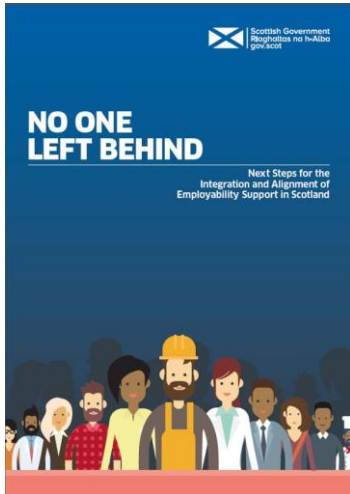
Within this context, the LDP provides strategic direction and a set of policies and proposals which guide the future development of the area. It provides the basis for stakeholders, developers and investors to contribute to shaping the future of the area, and provides the framework against which planning applications are determined.

Further information can be found at: www.clacks.gov.uk/property/developmentplanupdate/

The Scottish Government are consulting on a new National Planning Framework (NPF4) which will inform a new Local Development Plan. Timings for this are still to be confirmed. A mid-year annual Housing Land Audit provides an up-to-date account of the housing land supply position for development during the first 5 years and then to the longer term.

A bi-annual Employment Land Audit provides similar intelligence on land allocated for employment uses, comprising a summary statement, and a map of sites. The Scottish Vacant and Derelict Land Survey is nationwide and has been operating since 1988, managed by the Scottish Government, to monitor and progress bringing land into re-use.

The updating of these audits and survey has been affected by Covid, which has restricted the opportunity to carry out the site visits required. It is hoped that the team will be able to catch up with this schedule during 2022.



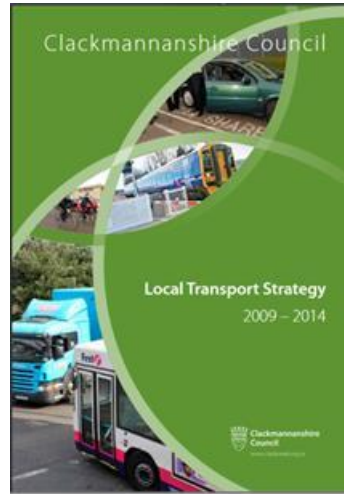
The **Local Employability Partnership**, chaired by our Economic Development Team, is developing a 3 year plan to implement the shared ambitions of No One Left Behind, the Scottish Government's employability strategy, placing people at the centre of design & delivery.

Tackling labour market inequalities and supporting those at risk of being left behind to move closer to and into fair, sustainable jobs is the core purpose of the local Delivery Plan. LEP partners will build on the strengths of existing national and local services, to better align funding and to improve the integration of employability services with other support to ensure that services are designed and delivered to meet the individual needs of local people.

To support the implementation of NOLB locally, the LEP has undertaken a self-assessment and agreed an Improvement Plan with the following actions:

- Improved Reporting Structures & Links to CPP;
- Strengthen Collaboration - shared approach and commitment / more partner accountability (to include reviewing & updating LEP membership);
- Partnership provision & resource mapping, including improved knowledge & understanding of LEP partner remits and priorities;
- Shared knowledge and understanding of local needs and employer needs including from communities & individuals.

Further information can be found at: <https://www.clacks.gov.uk/community/lep/>



The **Local Transport Strategy** is essential to economic & social well-being. Efficient movement of people and goods is vital for a successful economy, linking people with markets and opportunities. Transport influences many aspects of daily life from economy to environment, from communities to health and quality of life.

Further information can be found at: www.clacks.gov.uk/transport/localtransportstrategy/

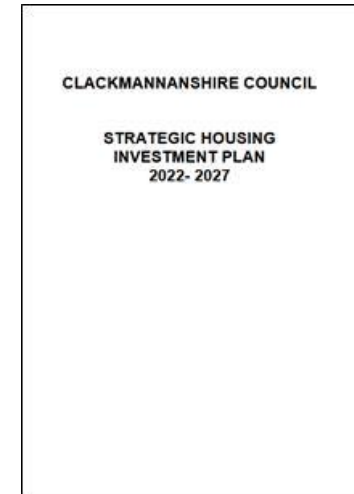
The Local Transport Strategy:

- Outlines the strategy for the next 5 years;
- Looks to how roads & transport will develop;
- Supports future roads & transport improvements;
- Sets out actions to provide travel choices for all;
- Ensures job opportunities are not restricted to those with access to a car;
- Seeks to protect the environment.

The strategy outlines policy and actions around:

- Influencing behaviour, inc. walking & cycling;
- Vulnerable road users, mobility & travel safety;
- Public transport, school travel & managing traffic;
- Roads & network development & maintenance;
- Freight, parking, winter provision & street lights.

The Connected Clackmannanshire strategy is in development, and will summarise how the Council is leading on a number of world class transformational projects that aim to advance our network, connect settlements and increase connectivity by promoting Active Travel via cycling, walking & public transport.



The **Strategic Housing Investment Plan** defines the priorities and operational framework for investment, aligned to the Local Housing Strategy (LHS, see Priority 5) vision that: "Everyone should have a safe area to live in, a well maintained house and help when they need it."

Our aim is to create a more effective local housing system, which delivers both economically balanced and sustainable communities. This in turn shapes our key objectives of providing the right houses, in the right location, delivering choice & affordability.

Further information can be found at: www.clacks.gov.uk/housing/housingstrategyteam/



















Our LHS identifies six priorities: Investing in New Housing Supply; Best Use of Existing Housing; Homelessness; Specialist Housing & Independent Living; Energy Efficiency & Fuel Poverty; and Improving Neighbourhoods & Communities.

Achievements and updates include progress in:

- LHS and LOIP key actions;
- Rapid Rehousing Transition Plan;
- Links to Child Poverty;
- Links to City Deal and Transformational Change;
- Housing Supply, Needs and Specialist Housing;
- Gypsy/Traveller Accommodation;
- Partnerships, planning, policy & resource;
- Shadow Programme & Affordable Housing;
- Consultation, Equalities & Sustainability.



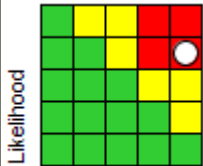
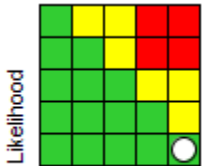


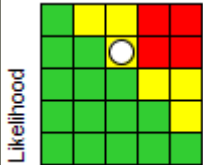
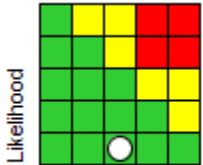
Poverty is closely linked to the previous Priority, and a range of mechanisms focus on reducing the impact on children. Extensive demographic analysis informed the Local Outcomes Improvement Plan, highlighting this as a key local challenge, with historically high levels of deprivation. Ensuring that sound, integrated approaches are implemented will be vital to breaking cycles. We are clearly focussed on ensuring that children experience the evidenced benefits of being looked after in the community, that they are moved to different care settings as infrequently as possible, and that protection interventions are successful.

Bold action will be necessary to meet targets and mitigate negative impacts on children and their families through ensuring income maximisation (such as benefit uptake & employment opportunities) and providing sustainable pathways out of poverty. Working with local communities and a wide range of partners is critical, and empowering communities to develop and co-produce local solutions that work to help local people into pathways out of poverty will be a key focus of our efforts. Ensuring that local people living in poverty are 'connected' into opportunities and support will be an important enabler of change in Clackmannanshire.

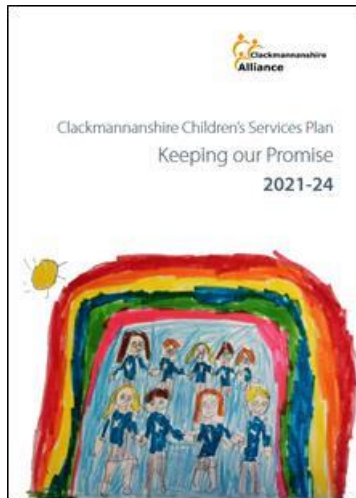
Partnership & Transformation	2017/18	2018/19	2019/20	Target	Rank	Scotland	Management Comments
Child Poverty Rate (After Housing Costs)	27.3%	26.1%	27.3% 		28 	24.3%	Reflects historically high deprivation levels & further challenges endured by local communities over the past 18 months, with partnership progress and measures to address issues outlined in the Local Child Poverty Action Report.
Children's Social Work	2017/18	2018/19	2019/20	Target	Rank	Scotland	Management Comments
Cost of Looked After Children in residential care per child per week	£2,861	£2,473	£2,077 	£3,111 	1 	£3,853	Reducing trend also reflects higher numbers in residential care. Dependency on external due to insufficient local provision to meet needs of our most vulnerable care experienced children & young people. Reducing external placements remains a key aim of The Promise, keeping children & young people in their local community. No children placed in secure accommodation for several years.
Cost of Looked After Children in the community per child per week	£336	£375	£307 	£349 	13 	£346	The most significant change has been an increase in children & young people in family based provision, particularly kinship care (friends/relatives). Reducing external foster care and increasing local continues to be a key priority.
Looked After Children being cared for in the community	93.8%	93.0%	93.1% 	89.9% 	6 	90.1%	In the community, 19% at home with parents (Scottish average 22%), 39% with friends/relatives (SA 31%), 12% local foster care (SA 23%). Notably 23% external fostering (SA 10%). We continue to build capacity, focusing on early intervention & family based services to support more children in local communities.
Looked After Children with more than 1 placement in the last year	27.0%	22.2%	23.8% 	19.7% 	27 	16.7%	A safe place to live & secure relationships are key. More an issue for older young people where risky behaviours & deteriorating relationship with carers are factors. Not all moves caused by disruption, some returned young people to local area, assessed as in the child/young person's best interests but more to be done to minimise instability. Continued effort to increase local community placements will minimise unnecessary moves & maintain young people within their community.
Child Protection re-registrations within 18 months	6.9%	19.0%	12.9% 	7.2% 	28 	6.9%	Rates were higher than the Scottish figure, suggesting that removal from register may have been premature. 53 de-registrations was a 25% decrease from 71 in 2019, while Scottish average decreased by 8.6%. Impacted by our high number of large sibling groups, which create spikes in trend data.

The Council has worked for many years, in close partnership with public, private and 3rd sector bodies, to mitigate risks around poverty, inequality, and harm to children. Efforts are clearly focussed on improving engagement with the hardest to reach groups, particularly those who experience multiple inequalities due to being in more than one 'at risk' group. Poverty does not recognise Council boundaries, so the joint Clackmannanshire and Stirling Child Protection Committee, and other Forth Valley-wide initiatives are vital for ensuring success.

Council policies, projects and committee reports must consider Equalities and Fairer Scotland Impact Assessments to ensure that decisions do not adversely affect protected groups, and that particular attention is focussed on providing additional support to ensure that all services are suitable, accessible and inclusive. Managing the risk of Harm to Children is obviously also critical to ensuring their protection, and the strategies on the following pages demonstrate the controls already in place and future actions to address these areas.

		Impact of Poverty, Inequality & Changing Demographics	Chief Executive	Current Score	20	Target Score	5
Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality.			<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Likelihood</p> <p>Impact</p> </div> <div style="text-align: center;">  <p>Likelihood</p> <p>Impact</p> </div> </div>			
Potential Impact	Inappropriate allocation of resources & assets, misalignment of corporate objectives to need, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to unplanned situations.						
Note	The LOIP and Health & Care Strategic Plan set out partnership outcomes to strengthen community & place-based services. Key priorities are to reduce children living in poverty, develop inclusive growth and empower families & communities. Relevant actions include City Region Deal, Community Wellbeing & Community Wealth Building, as well as data analysis to inform decision-making and Poverty Impact Assessments. The risk score takes into account EU withdrawal, pandemic impacts and recent Child Poverty statistics.						
Related Actions	Clackmannanshire Alliance Local Outcomes Improvement Plan 2017-27		CPP LOI	Existing Controls	Customer Consultation & Engagement		
	Implement Health & Care Partnership Strategic Delivery Plan		CRR HSC SDP		Budget Strategy & Monitoring		
		Harm to Child(ren)	Strategic Director - People	Current Score	12	Target Score	3
Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.			<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Likelihood</p> <p>Impact</p> </div> <div style="text-align: center;">  <p>Likelihood</p> <p>Impact</p> </div> </div>			
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.						
Note	Senior management positions have been filled. Planning and measures are in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to People Committee. A new Children's Services Plan and Public Protection Framework have been implemented, as well as continuing work on implementing and analysing the Child Protection minimum dataset and ongoing review of Public Protection risk logs.						
Related Actions	Children's Services Plan 2021-24		PPL CHC CSP	Existing Controls	Child Protection Procedures		
	Covid-19 Education Recovery Plan		PPL EDU CRP		Public Protection Chief Officers Group		
	People Business Plan 2021-22		PPL PBP 212		Public Protection Committee		

The indicators & risks on the previous pages (amongst others) are addressed primarily through the Children's Services Plan, Child Poverty Action Report, Corporate Parenting Plan and Community Justice Improvement Plan.



Our **Children's Services Plan** sets out our shared vision, aspirations & ambitions, and our collective promise to focus key priorities on areas that matter to children, young people and their families in order to achieve the required change that will make a meaningful difference to improving their lives.

The plan sets out our vision: We want Clackmannanshire to be a great place for children and young people to grow up. We will do this by ensuring they have the best opportunities and life chances; experience a safe and happy childhood; develop positive wellbeing; and can access high quality learning and development opportunities.

In addition to this vision, the plan sets out our principles, aims and priorities, as well as an action plan and performance measures to evidence progress and outcomes. In early 2021, The Promise Scotland published Plan 21-24, the first of three overarching plans, followed up with The Change Programme One outlining five priority actions, under which organisations will work to achieve the required change over the next three years. The five priority areas are: A good childhood; Whole Family Support; Supporting the Workforce; Planning; and Building Capacity.

Progress reported by Children's Social Work in 2020/21 includes:

- Transfer of Strategic Commissioning Service to HSCP ensuring whole systems approach, and ongoing review of Commissioning Frameworks;
- Review of resource needs in accordance with restructure and workforce plan;
- Continued progress in replacement of the Social Work IT system;
- Development of innovative Getting it Right for Every Child (GIRFEC) plans;
- Embedding approaches to case recording, case loads and quality assurance;
- Investment in workforce learning & development with external consultants;
- Implementing recommendations from child protection and care case reviews;
- Staff engagement sessions in response to staff survey results;
- Redesign of policy, planning, risk and performance reporting.

Further information: www.clacks.gov.uk/children/childrenservicesplanning/

As mentioned, due to the many complexities, partnership approaches are essential in harnessing skills and resources, and reducing duplication. The plans below demonstrate how activities are focussed on Reducing Child Poverty.

The Local **Child Poverty Action Report** was produced in accordance with the Child Poverty Scotland Act 2017 and subsequent guidance. Reports are required to set out both achievements and local actions to deliver Scotland's national strategy Every Child Every Chance: Tackling Child Poverty Delivery Plan 2018/22.

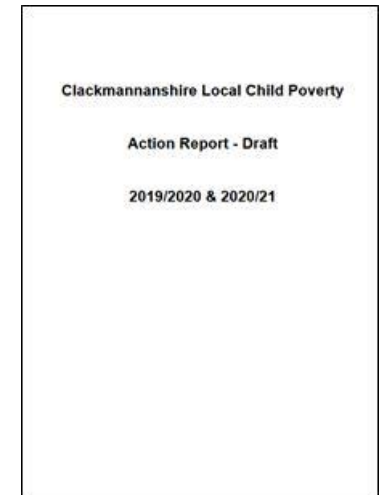
Further information can be found at: www.clacks.gov.uk/council/childpoverty/

The report identifies the priority areas for focus:

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

The report highlights the key drivers of child poverty, the local challenges and statutory targets, and key achievements in the areas of:

- Fairer Scotland Poverty Impact Assessment to identify future priorities;
- Hosting 2 virtual events as part of Challenge Poverty Week;
- Implementing a range of support services in response to the pandemic;
- Targeting support to reduce digital exclusion in protected groups;
- Identifying Poverty & Wellbeing as a key Wellbeing Economy theme;
- Community Wealth-building focus around gender justice and fair employment;
- Evidencing the impact of the Cost of the School Day on children & families;
- The STRIVE multi-agency partnership to support rapid intervention & support;
- Authentic and ethical empowerment through trauma-informed responses;
- Readiness for Learning and the Parental Employability Support Fund;
- The New Baby Financial Health Service, and Sustainable Food Places;
- A new Multi-agency Tackling Poverty Partnership.





The **Corporate Parenting Plan** provides the framework for elected members, officers and partners in fulfilling their duties and responsibilities, as corporate parents of Looked After children and young people in Clackmannanshire. This strategy takes forward actions from the Children's Services Plan and themes from the Local Outcomes Improvement Plan around supporting vulnerable people and making them more included.

Our vision: "We are committed to ensuring every child and young person in our care has the opportunity to achieve the outcomes we would want for our own children."

Further information can be found at: www.clacks.gov.uk/children/corparent/

Corporate Parenting means the partnerships needed between all departments and services, and associated agencies, who are responsible for working together to meet the needs of Looked After children and young people, and care leavers.

Corporate parenting applies to:

- Every child who is looked after by a local authority, and
- Every young person who
- Is under the age of 26, and
- Was, but is no longer, looked after by a local authority.

As good corporate parents we will all:

- Respect and nurture our looked after children and young people.
- Be ambitious for our looked after children and young people.
- Ensure that our looked after children and young people can access play, sporting, leisure and cultural activities.
- Promote the health needs of our looked after children and young people.
- Promote the social inclusion of our looked after children and young people.

The plan sets out ambitious goals and measures of success against the outcomes: Rights & Participation; Skills for Life, Work & Learning; Being Safe & Belonging; Health & Wellbeing; and Continuing Care, Support & Stability.

The plan will be refreshed, and will closely align to the recently reviewed Children's Services Plan, which includes many actions related to this area.

The **Community Justice Outcome Improvement Plan** was developed in line with national guidance and the Community Justice (Scotland) Act 2016, building on strengths and good practice. It aligns with national outcomes, and a new national strategy & performance framework will be published in 2022, further informing local planning.

Local plans identify 3 key priorities, linking to the LOIP and specific community justice evidence:

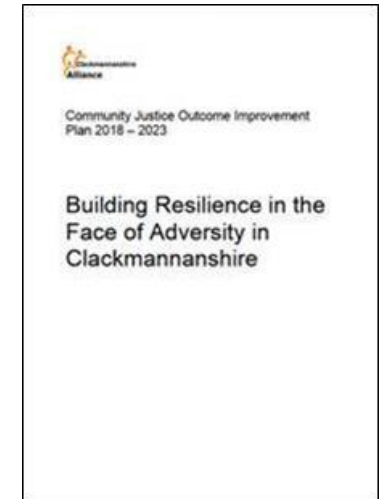
- Developing healthy relationships, healthy minds and healthy gender constructs;
- Enabling worthwhile work and financial inclusion – with a focus on Alloa South & East;
- Addressing misuse of alcohol & substances.

Further information can be found at: www.clacks.gov.uk/community/ccjp/

Developed through wide stakeholder engagement, plans recognise challenges & reducing partner resources, so support synergy & improvement within existing or external resources. Good practice approaches are used, such as Communities of Practice; Engagement with Communities of Interest; Ambassadors Programme; Trauma Informed Approaches; Inclusive Services & Know Clackmannanshire.







The CJ Partnership recently reported progress to Community Justice Scotland in:













- Partner engagement, information events & virtual communication processes;
- Employing 2 local people, and plans to employ 3 more, with complex lived experience of justice in the Resilience Learning Partnership social enterprise (to empower/support/employ) and providing many work experience opportunities;
- Development & rollout of National Trauma Training for staff via RLP & NES;
- Use of the 'Place Standard Tool' to support engagement;
- Extensive work to use service user feedback & insight and empower voices;
- Development of Safeguarding Through Rapid Intervention (STRIVE): a multi-agency response for our most vulnerable residents through a whole systems approach. 192 referrals were received between Feb-2020 and Feb-2021;
- Provision of employability support & devices to access training through APEX;
- Development of a third squad for All Cleaned Up to support Criminal Justice Social Work to cover the backlog of Community Payback Orders;
- 'Addressing Poverty after COVID19' virtual event in Oct-2020 with 73 attendees from HSCP, DWP, Forth Valley College, NHS Forth Valley, Social Security Scotland, elected members, third sector partners and community stakeholders;
- Police & Council co-location in Oct-2021, to improve integration & reduce costs.



























Our vision is that all people have an equal chance and the opportunity to live fulfilled lives. Achieving this vision starts with our children and young people. We want all children and young people to leave education skilled and well prepared for life, work and future learning, with a bright, positive future ahead of them.


































While exam results are clearly a priority of our work around the Scottish Attainment Challenge, we also have a keen focus on other awards and achievements, tailoring pathways around individual needs, and ensuring our schools and services provide a nurturing environment in which all children and young people flourish.

All Schools	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Average working days lost through sickness absence per teacher	8.5	10.0	7.1 	7.9 	32 	4.2	Schools were closed for a significant part of 20/21 and some of 21/22, as a result the target remains unchanged. There was a noticeable reduction in the level of shorter term absence for teaching staff during the early stages of the COVID pandemic. Longer terms absences continue to be managed in line with Council processes. A significant amount of resources are available, and continue to be added to, to support teaching staff to manage their health and wellbeing.
Satisfaction with schools (3 year average)	73.1%	69.5% 	Not yet available	71.8% 	24 	71.8%	The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable. This is compounded for this service area as citizens' views are included regardless of whether any family members are engaged in the school system.

Exclusions & Attendance (Biennial)	2016/17	2018/19	2020/21	Target	Rank	Scotland	Management Comments
School exclusions – all pupils (per 1,000 pupils)	29.9	1.2 	Not yet available	29.8 	1 	21.6	School exclusions are falling due to a different approach being encouraged within the school environment with exclusions only being considered as a last resort. A new exclusion policy has led to a significant fall in the exclusion rate with minimal exclusions now being reported across all schools.
School exclusions – Looked After Children (per 1,000 Looked After Children)	145.5 	N/A	Not yet available	123.8 	7 	210.1	No value for 18/19 as figures were suppressed to protect anonymity (therefore our result must have been substantially lower than in 16/17, and lower than the Scottish average).
School attendance – all pupils	92.9%	92.9%	92.9% 	93.0% 	13 	92.0%	School attendance data was impacted by Covid.
School attendance – Looked After Children	91.6%	89.5% 	Not yet available	86.8% 	6 	86.8%	Attendance of LAC pupils is closely monitored. Education staff have continued to promote and encourage attendance throughout the pandemic and despite a fall, the rate remains on target and higher than the national average.



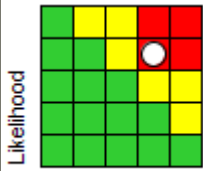
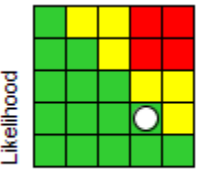
Early Years	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per pre-school education registration	£5,852	£7,637	£9,853 	£6,787 	20 	£9,255	Clackmannanshire were one of the first Councils to fully implement 1140 hours and offer full parental choice.
Funded Early Years provision graded good or better in inspections	94.4%	100.0%	94.7% 	96.1% 	10 	90.9%	Given the small number of inspections that are carried out one inspection result can skew the percentages.
Children with 'no developmental concerns' at 27-30 month health review	84.8%	86.2% 	Not yet available	85.5% 	16 	85.7%	Clackmannanshire's figures are average across Scotland and are better than expected given our demographics.

Primary Schools	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per primary school pupil	£4,909	£5,516	£6,081 	£5,599 	24 	£5,904	COVID funding from Scottish Government increased teacher numbers.
Primary 1, 4 & 7 pupils achieving expected Curriculum for Excellence level in Literacy	71.2%	N/A	60.0% 	72.3% 	26 	67.0%	Despite being on an improving trajectory prior to COVID, our overall CfE achievement levels have fallen. Support to learners has been enhanced with small group interventions. and cluster working. Attainment at Primary 4 saw the greatest fall and small group intervention work is ongoing in all Clackmannanshire Primary Schools for Literacy and Numeracy.
As above – Numeracy	76.8%	N/A	69.0% 	79.1% 	24 	75.0%	
Literacy attainment gap (Primary 1, 4 & 7 pupils)	22.4%	N/A	20.7% 	20.7% 	6 	24.7%	Despite the overall fall in achievement above, the gap is narrowing with the increased focus on our most vulnerable. During lockdown periods, digital learning has helped to support learners, with increased centre support. The gap has narrowed for both Literacy and Numeracy and Quality Improvement Officers continue to support schools to maintain.
As above – Numeracy	17.7%	N/A	13.0% 	16.8% 	1 	21.4%	

Secondary Schools	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per secondary school pupil	£8,103	£8,579	£8,854 	£7,538 	28 	£7,644	COVID funding from Scottish Government increased teacher numbers. As Clackmannanshire only has 3 secondary schools of a medium size, we do not get the economies of scale that bigger authorities have.
Pupils gaining 5+ awards at level 5 or above – All Pupils	53%	51%	58% 	64% 	31 	67%	Widened curriculum as part of the Developing the Young Workforce agenda to ensure there are multiple pathways for young people.
As above – Deprived areas	35%	40%	40% 	47% 	24 	49%	Targeted interventions to ensure that all young people are able to achieve.
Pupils gaining 5+ awards at level 6 or above – All Pupils	27%	25%	30% 	38% 	31 	41%	Young people are following alternative pathways to 5+ at Level 6 or above.
As above – Deprived areas	14%	12%	13% 	21% 	28 	23%	Targeted interventions, however young people are following alternative pathways to 5+ at Level 6 or above.
Average tariff score in SIMD quintile 1 (most deprived)	516	525	551 	649 	26 	688	Positive trajectory over 5 years, thanks to targeted interventions and support for most deprived areas, as well as widened curriculum choice and partnership with Forth Valley College. Pupils who live in our most deprived areas are achieving more qualifications as a result of increased learner pathways, a range of additional supports eg MCR pathways (Motivation, Commitment & Resilience) and focus on Developing the Young Workforce. This is impacting positively on attainment in all cohorts except the least deprived. This is a small cohort where the overall size impacts on the results.
As above – quintile 2	749	685	827 	759 	16 	817	
As above – quintile 3	876	775	958 	904 	19 	975	
As above – quintile 4	843	974	1,024 	1,029 	23 	1,108	
As above – quintile 5 (least deprived)	1,136	1,155	1,097 	1,240 	27 	1,320	
Overall average tariff score - all pupils	774	749	837 	929 	31 	972	Highest for 5 years. Continued collaboration across the secondaries.

We know that children living in poverty experience poorer life long outcomes. We also know that some children are born into circumstances and live in environments where they do not flourish. Addressing this inequality of opportunity, and raising attainment for all children and young people in Clackmannanshire is key to our focus. Work in this area will be investing in our future generations and making a real sustainable impact on reducing inequality in Clackmannanshire.

Again, there are intrinsic links between attainment and the areas of employability and deprivation already mentioned, as well as the health & care and community empowerment factors described in the following sections. Our range of integrated strategies is, therefore, designed to focus not only on one particular priority, but also to maximise complementary positive impacts on other areas. Implementation of our National Improvement Framework Plan will not only address attainment itself, but will also be a key enabler for other economic and social improvements.

  Increasing Attainment Gap		Chief Education Officer		Current Score	16	Target Score	8
Risk	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.			 Likelihood Impact		 Likelihood Impact	
Potential Impact	Reputational damage, implications for inspection & funding, and continued poor school leaver destinations, participation & young people reaching potential, longer-term impacts on social mobility, poverty, life chances and economic growth.						
Note	Recovery Plans now form part of School Improvement Plans (2021-22). Support continues from Centre Teams, government funding for staff, digital resources & equipment, and focus on outdoor learning. Health & wellbeing impacts and emerging challenges are being addressed by Educational Psychology and partners, and targeted support provided to close any identified attainment gaps. The pandemic has affected attainment and educational recovery is now a priority.						
Related Actions	Increased attainment in Literacy and Numeracy		NIF 21 10	Existing Controls	Education Senior Management Team		
	Collective efforts ensure that interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap		NIF 21 16		Scottish Attainment Challenge		
	Covid-19 Education Recovery Plan		PPL EDU CRP		National Improvement Framework		

As well as links to all other Priorities, our local National Improvement Framework Plan provides a holistic and comprehensive direction for the Education service as a whole, combining all statutory duties and activities.



The **National Improvement Framework for Education** describes the Scottish Government's priorities, and all education authorities are required to prepare and publish a plan to address these. We will deliver improvement activity in relation to the 4 strategic priorities of the National Improvement

framework, with activity clearly focused on aims and outcomes for all children and young people, with a specific focus on reducing inequalities of outcome.

Further information can be found at: www.clacks.gov.uk/learning/nif/

Clackmannanshire's Education Service has set out the steps to improve in 4 key priority areas to achieve excellence and equity:

- Improvement in attainment, particularly in literacy and numeracy;
- Closing the attainment gap between the most and least disadvantaged children;
- Improvement in children's and young people's health and wellbeing;
- Improvement in employability skills and sustained, positive school leaver destinations.

In the 2020/21 NIF progress report, key achievements were reported across the areas of:

- School Leadership;
- Teacher Professionalism;
- Parental Engagement;
- Assessment of Children's Progress;
- School Improvement;
- Performance Information.

Our 2021/22 **Scottish Attainment Challenge** report presents achievements and future plans around:

- Financial investments in Primary/Secondary;
- Pedagogy and Practice/Learning and Teaching;
- Families and Communities/Health and Wellbeing;
- Research, Evaluation and Governance; and
- Case studies and details of initiatives and impacts.

Further information can be found at:

www.clacks.gov.uk/learning/attainmentchallenge/



Community Learning & Development is delivered by a broad range of partner organisations and includes youth work, community based adult learning, English for Speakers of Other Languages (ESOL), Community Development and Engagement.



The report provides updates in the areas of:

- CLD sector response during Covid-19;
- Universal provision;
- Targeted provision for vulnerable groups;
- Collaborative working;
- Stakeholder engagement;
- Governance and the CLD partnership Strategic Group.










The 2021-24 CLD plan presents planned actions against the key priorities of:













- Developing support for staff and service users to address Mental Health & Wellbeing;
- Developing clear pathways to support learner accreditation and progression from CLD service provision into volunteering, training, education and support;
- Developing adult and family learning opportunities to meet the needs of priority groups;
- Working with partners towards building the capacity of individuals and community groups to develop services to meet their needs;
- Working with partners to support the continued professional development of staff and volunteers to enhance skills and knowledge within the sector.

Further information can be found at: www.clacks.gov.uk/community/alliancestructures/

The way we provide care needs to change in order to meet both current and future challenges and demands. If we do nothing, health and care services as they are will not be able to deliver the high quality service we expect.

Clackmannanshire is facing an unprecedented rise in our older people demographic profile and it is essential that we develop services that both meet the demand and nature of provision that will be required in decades to come.

Adult Care	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Self-directed Support spend on adults as % of social work spend on adults	1.9%	3.5%	2.5% 	4.1% 	31 	8.2%	We have appointed a lead to ensure principles & practices are embedded and make ongoing improvements. The post will focus on reviewing policy, practice & principles as well as ensuring practitioners are confident and informed. The SDS Plan is currently being developed which will outline the work required to be reviewed/implemented to ensure values and principles align. Currently exploring how to ensure input on an ongoing basis from all stakeholders, partners, voluntary organisations, workforce, supported people and their carers to see how their experiences/feedback can influence the Partnership's approach to SDS.
Hospital re-admissions within 28 days (per 1,000 discharges)	111.7	112.3	163.9 	104.6 	32 	120.0	This data is complicated by Covid-19 and reasons for readmission may not be related to the original health admission. NHS FV have introduced a Hospital At Home service, and it is hoped this will help reduce readmissions going forward.
Adult Care services graded good or better in inspections	97.1%	97.1%	97.4% 	85.6% 	1 	82.5%	Due to Covid-19 risks, following Scottish Government advice, limited inspections were undertaken in 20/21. None took place within Clacks Council adult care establishments therefore existing 'good' grading retained by Menstrie House, with 'very good' retained by Whins Centre Space, Ludgate House and Reablement & Technology Enabled Care Service. (Note: increase shown is due to registration cancellations with grades less than good and includes establishments outwith Council Adult Care Services e.g. Housing Support Services and Nurse Agency).

Adult Care Perceptions (Biennial)	2015/16	2017/18	2019/20	Target	Rank	Scotland	Management Comments
Adults agreeing 'support improved or maintained quality of life'	78.0%	76.3%	82.3% 	80.0% 	11 	80.0%	The HSCP continues to focus on the development of care and support which will offer individuals, their families and carers more choice and control.
Adults agreeing they are supported to live as independently as possible	86.6%	77.0%	85.1% 	81.1% 	6 	80.8%	
Adults agreeing they had a say in how support was provided	80.5%	73.9%	75.4% 	75.6% 	17 	75.4%	
Unpaid carers who feel supported to continue in their caring role	32.3%	39.1%	30.9% 	36.6% 	29 	34.3%	The reduction has been across the country. Draft strategy has been worked on with people in the Carers Planning Group. Work continues to further engage with carers in communities, i.e. we go to them to hear their views on what we are proposing to do and whether this will influence the measure in a positive way.

Older People's Care	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Older people's (65+) home care costs (expenditure) per hour	£14.60	£12.70	£16.46	£21.54	2	£27.65	These costings are nationally regulated and continue to remain well within target and less than national average.
Older people's (65+) residential care costs (expenditure) per resident per week	£395	£364	£426	£401	14	£439	These costings are nationally regulated.
Delayed discharge days per 1,000 population (75+)	654	310	587	774	23	484	Discharges continue to be treated as priority 1 under eligibility criteria. Performance in this key area has been challenging during the pandemic and related crisis within care services. Attendances at hospital has been variable due to public behaviour during lockdowns, creating surges of demand within a sector that is struggling with the impact of self isolation on staff and clients.
People aged 65+ with long-term needs receiving care at home	73.6%	73.8%	76.1%	66.4%	1	61.7%	In line with the HSCP vision, the provision of care at home to meet the long term needs of people aged 65+ remains a priority.

Many of the indicators and actions linked to this Priority are focussed on the longer-term and often more complex and deep-rooted risks relating to poverty, inequality and changing demographics already presented in Priority 2. We also, however, have well-developed and continually evolving plans for managing more immediate risks, such as that posed by the current Coronavirus outbreak, with the potential to directly threaten life, particularly for those with existing medical conditions.

At the time of writing this report, this is a fast-moving issue and our Emergency Planning Officer is working closely with the NHS & Local Resilience Partnership to ensure the effective communication and dissemination of information on status and mitigation plans. Other Forth Valley, Scottish, UK and international sources are being closely monitored and recommendations followed, and an up to date summary will be provided verbally when this report is presented to committee.

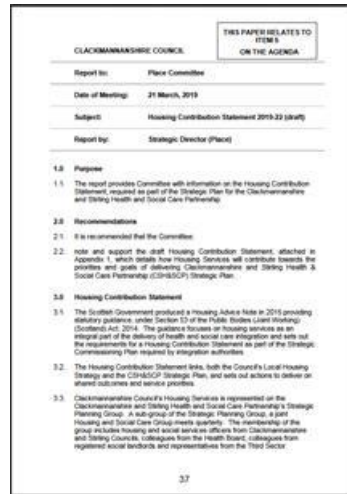
	Public Health Emergency	Chief Executive	Current Score	20	Existing Controls
Risk	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.				Business Continuity Plans
Potential Effect	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.				Pandemic Flu Plan
Note	The Covid 19 pandemic remains an ongoing incident requiring Council's continued response and recovery activity. The Council's Incident Management Plan was implemented on the 9 March, 2020 and Major Emergency Operating Procedures (MEOPs) were agreed and enacted. All Business Continuity plans have been reviewed and we are actively involved in response planning with the Forth Valley Resilience Partnership. Continuity of crucial services has been achieved and response and recovery work for outbreak management, community testing, vaccinations and community support for those people isolating has been established. Council has agreed an internal debrief process and a recent survey undertaken to identify lessons learned and inform ongoing response and recovery work, this is an ongoing process. In light of lessons learned and work undertaken over the past two years the risk score can be reduced.				Major Incident Procedures

There are opportunities to make better use of resources to transform services. This includes innovative and integrated approaches and delivery models to explore sector leading services to support people living with a wide range of needs.

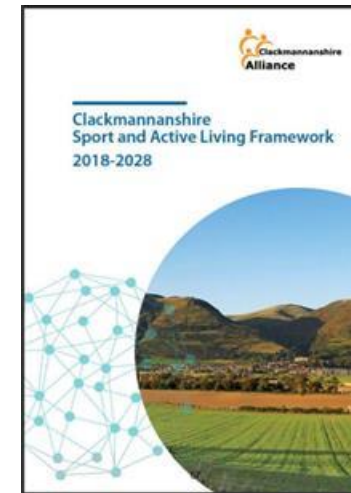
The Clackmannanshire & Stirling Health & Social Care Partnership lead work in this area with support from many other services and partners, some of which is defined in the Housing Contribution Statement and Sport & Active Living Framework.



The **Health & Social Care Strategic Commissioning Plan** describes how the Clackmannanshire & Stirling Partnership will develop health and social services for adults over the next 3 years. The plan provides the strategic direction for shaping services and the transformation required to achieve this vision.



The **Housing Contribution Statement** links the Local Housing Strategy and Health & Care Strategic Plan, setting actions around shared outcomes & priorities. Scottish Government guidance, focussing on Housing as integral to Health & Care, sets out requirements for a Contribution Statement as part of the Strategic Commissioning Plan.



The **Sport & Active Living Framework** states that, over the next 10 years, partners will create a culture where people of all ages enjoy sport & physical activity. We want to reduce barriers to participation and improve understanding of the benefits. We want families and communities to enjoy being active together as part of daily life.

The aim is to improve wellbeing through services that:

- are integrated from the service-users' point of view;
- respect service-users' rights and dignity;
- are locally-led, with full community engagement;
- protect and improve the safety of service-users;
- improve service quality and better use resources.

The 2020-21 report presents achievements in:

- Care Closer to Home;
- Primary Care Transformation;
- Caring Connected Communities;
- Mental Health;
- Supporting People with Dementia;
- Alcohol and Drugs;
- Adult Protection; and
- Finance, Best Value and Governance.

Further information can be found at: www.clacksandstirlinghscp.org/about-us/

The Statement highlights the issues to be addressed:

- Older People;
- People with physical disabilities;
- People with learning disabilities;
- People experiencing mental health difficulties;
- People affected by drug and alcohol misuse;
- Survivors of domestic abuse;
- Vulnerable young people;
- Black and ethnic minority communities;
- Gypsy/Traveller community.

These are being addressed in line with LHS priorities;

- Investing in new housing supply;
- Best Use of Existing Housing;
- Homelessness;
- Specialist Housing & Independent living.

Further information can be found at: www.clacks.gov.uk/housing/

Our Vision: Clackmannanshire ... Inspiring people to get out – get going – get active.

Our priorities have been identified as: Active Communities; Infrastructure & Places; Schools & Education; and Leadership & Governance.


















Progress has already been reported in the areas of:
















- Managers' review, leadership & Coach education;
- Young people & apprentices, Active Communities, PEPASS group & Changing Lives through Sport;
- Working with sports clubs & holiday provision;
- Active Schools in Statistics & ongoing projects, inc. club partnerships, and pre-school & school PE;
- School sport competition calendar & awards;
- Activities for people with additional support needs;
- Sports Council Awards & Firpark Ski Centre.







Further information can be found at: www.clacks.gov.uk/learning/sportsdevelopment/







Tackling the causes and consequences of poverty is essential. We want safe, strong and resilient communities where local people are engaged and connected to opportunities and the support that they require. We want to ensure that early, collaborative and preventative interventions are in place that gives all families and communities the best possible opportunities. We want women to be aspirational and to access opportunities and support that provide routes out of poverty. We want children, young people and adults to have access to the support they need to be resilient in the face of childhood trauma and to achieve positive outcomes in spite of difficult and challenging life circumstances.




























As with all Priorities, there are direct links between this area and inclusive growth/ employability, child poverty, attainment and health & social care. Access to high quality housing and local amenities, facilities and services that promote lifelong learning, cultural, leisure and fitness opportunities are critical to enhancing local neighbourhoods, and diverting people (particularly children & young people) away from more risky and less positive activities and behaviours. Services also provide key links between the built and natural environments, from ensuring that bins are emptied and well-maintained streets & parks demonstrate a pride in our local area, to wider environmental concerns around recycling and sustainability.

Culture & Leisure	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per attendance at sports facilities	£0.75	£0.84	£17.37 	£2.71 	7 	£40.36	Due to the pandemic, leisure facilities were closed most of the year. Even when some opened, events/bookings were limited due to ongoing Scottish Government restrictions. Alloa Leisure Bowl closed down in 2020 and has not reopened since. Therefore physical visits were well down across all locations.
Cost per visit to libraries	£0.45	£0.64	£1.90 	£2.00 	7 	£2.88	Physical visits down across all locations due to COVID pandemic, with libraries closed most of the year (2/5 closed all year & remaining 3 operated limited service for 4 months of the year). Reduction in virtual visits may be due to all customers visiting the Council website being redirected to the Coronavirus Updated Information page, where they were able to access information on the service without 'hitting' the dedicated libraries pages.
Satisfaction with sports facilities (3 year average)	69.7%	66.3% 	Not yet available	71.4% 	27 	70.1%	The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable. This is compounded for this service area as citizens' views are included regardless of whether they have used sports facilities or libraries.
Satisfaction with libraries (3 year average)	73.6%	69.2% 	Not yet available	72.4% 	24 	72.4%	
Legal & Governance	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per visit to museums & galleries	N/A	N/A	N/A 	N/A 	N/A	£9.80	Clackmannanshire Council does not have a permanent museum.
Satisfaction with museums & galleries (3 year average)	42.4%	50.1% 	Not yet available	69.3% 	30 	69.3%	

Housing Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Rent arrears as a % of rent due in the year	9.05%	10.11%	9.56% 	10.11% 	16 	8.19%	Housing officers worked very well to maximise where possible supports that where available to maximise rent collection in difficult circumstances. We were assisted by the rollout of the moby soft tool, to help target cases effectively.
Rent loss due to empty (void) properties	1.14%	0.45%	0.94% 	0.90% 	10 	1.38%	Waiting period between receiving keys and work being allowed to start under Health & Safety Guidance, plus formal waiting periods between trades resource and before let, resulted in artificially increasing days taken to complete voids.
Average working days to complete non-emergency repairs	6.22	7.16	4.24 	7.33 	2 	7.28	Due to the focus on emergency repairs with the pandemic resulted in artificially improved performance.
Council housing meeting all Scottish Housing Quality Standard (SHQS) criteria	97.73%	96.12%	98.77% 	100.00% 	2 	90.30%	This remains a priority for our investment, challenges remaining with owners not participating in SHQS works (no obligation to do so) and non traditional building fabric where no current technical solution exists to improve the thermal efficiency.
Council houses meeting the Energy Efficiency Standard for Social Housing (ESSH)	72.75%	84.16%	78.39% 	84.10% 	21 	86.40%	The reduction in EESH is due to a significant number of EPC's reaching the end of their 10 year lifespan and the resource capacity not being available during the pandemic to action updates. The Scottish Government updated SHQS guidance affecting element 35 of ESSH which came into force on 01-Jan-21. Some landlords overlooked the update and misreported compliance, and the regulator asked us to review data in December, resulting in data corrections for 20/21.



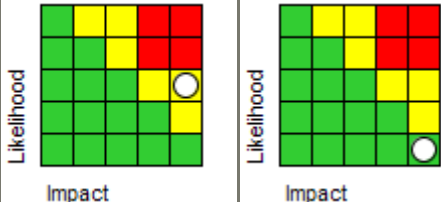
Regulatory Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Trading Standards per 1,000 population	£2,724	£2,600	£1,891 	£4,439 	1 	£5,857	While costs have reduced as part of partnership delivery with Stirling Council, it is essential that staffing and provision of protective services remain sufficient to meet community needs, and particularly those of potentially vulnerable groups.
Cost of Environmental Health per 1,000 population	£10,953	£11,253	£13,648 	£13,776 	21 	£12,606	For the last two years Environmental Health has been focussed on enforcing the regulations controlling the spread of Coronavirus. This required a suspension of many of our existing duties. We have received Scottish Government funding to provide extra officer resources to complete this task and are now transitioning from Coronavirus regulation to resume our full pre-Coronavirus duties.



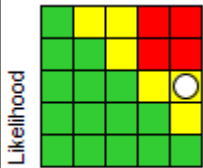
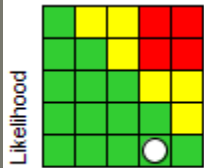


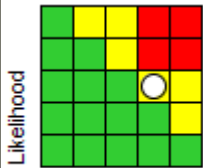
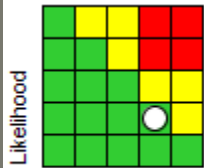
Sustainability	2017/18	2018/19	2019/20	Target	Rank	Scotland	Management Comments
CO ₂ emissions area wide per capita – all emissions	10.2 tonnes	10.3	10.1 	9.0 	27 	5.7	The rationalisation of the Council's building portfolio has been a significant factor in the reduction as has the national decarbonisation of the gas and electricity network. Inroads are also being made into electrifying our fleet transport and ongoing energy efficiency projects are contributing towards the reductions.
As above – emissions within local authority scope	7.0 tonnes	7.1	6.7 	6.0 	30 	4.6	

Waste Management	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of refuse collection per premise	£60	£59	£45 	£59 	2 	£72	Number of efficiencies arising from reduction in operatives required for food collections. Also replacement of aging vehicles in waste fleet resulting in fewer breakdowns and delays with subsequent need for overtime payments.
Cost of refuse disposal per premise	£100	£105	£110 	£105 	19 	£105	Increase in non-recyclable waste produced due to home working accompanied by increase in Landfill Tax. Increase also likely linked to introduction of chargeable garden waste scheme – diverting garden waste to landfill bins.
Household waste composted or recycled	56.3%	55.4%	48.6% 	55.4% 	12 	42.0%	Number of Covid related factors e.g. increase in non-recyclable waste attributed to increase in home working and reduction in visits to Recycling Centre. Significant reductions in wood and scrap metal through Centre.
Satisfaction with refuse collection (3 year average)	71.7%	64.0% 	Not yet available	76.3% 	29 	74.3%	The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable.
Lands Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of street cleaning per 1,000 population	£10,175	£10,613	£12,537 	£15,230 	18 	£14,845	Costs have been kept relatively low to align with available budgets.
Cost of parks & open spaces per 1,000 population	£13,541	£19,325	£14,272 	£19,325 	10 	£19,112	Costs are low because an increasing number of staff are working on income generation projects at the detriment of grounds maintenance.
Street cleanliness score (% 'acceptable')	92.9%	95.1%	89.6% 	92.2% 	24 	90.1%	Cleanliness scores are consistent due to the routine cleanliness programmes and regimes in place.
Satisfaction with street cleaning (3 year average)	56.6%	55.0% 	Not yet available	66.3% 	29 	62.6%	In order to improve satisfaction levels Land Services will be working in partnership with Waste colleagues to improve targeted hot spot areas and more demand driven street cleansing arrangements. The reduction in labour allocated to maintenance results in less grounds maintenance being conducted which leads to an increase in complaints and dissatisfaction. Covid-19 has resulted in significant increase in usage of parks & open spaces with the subsequent expectation levels rising versus static or reduced maintenance budgets. The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable.
Satisfaction with parks & open spaces (3 year average)	82.7%	84.0% 	Not yet available	84.8% 	16 	83.5%	

We know that poverty and inequality limit choices, opportunities and quality of life. For decades families in Clackmannanshire have experienced persistently high proportions of a range of social issues connected to poor outcomes. Alcohol and substance misuse; poor mental health and high rate of suicides; domestic abuse; teenage pregnancy and childhood trauma affect a disproportionate number of families in Clackmannanshire when compared with many other areas in Scotland.

While it may appear that more deprived areas would have a lower risk of extremism or organised crime, the evidence demonstrates that many people in these areas, particularly children & young people, may be highly vulnerable and susceptible to radicalisation or exploitation. We, therefore, have extensive programmes of support for staff in key roles to identify indicators and implement interventions to divert and deter, with a clear focus on prevention & early intervention.

 	Continued Contribution to Climate Change	Strategic Director - Place	Current Score	15	Target Score	5
Risk	The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, making available adequate resources, developing/using/promoting sustainable practices, materials & technologies (including energy efficiency & emissions) or failing to act as an ambassador for national & international good practice as it emerges.					
Potential Impact	Worsening environmental impacts (see related Severe Weather risk), increased fuel poverty (with knock-on health/social impacts), missed efficiency savings, economic opportunities and poorer air quality. Political/reputational impacts of not supporting national/international policy, and potential legal implications of not meeting targets or demonstrating progress.					
Note	We submit Climate Change Duties reports annually, and are developing/implementing several related strategies & projects around our own practice and dissemination to local residents & businesses. These relate to assets, housing stock, energy & fuel poverty advice, community food growing, waste reduction, low-carbon technology and sustainable transport. The International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts. A recent internal audit found systems to be largely satisfactory, and provided recommendations around reporting processes, strategy review and establishing a Carbon Management Group.					
Related Actions	Develop Net Zero strategy and action plan	PLC 213 101	Existing Controls	Local Biodiversity Action Plan		
	Develop routemap to compliance with ESSH2 for all Council Housing stock.	PLC 213 104		Regional Energy Masterplan		
	Deliver CRD programme in line with delivery plan/financial profile	PLC 213 111		Sustainable Food Growing Strategy		

		Failure to Prevent Extremism and/or Radicalisation	Senior Manager Partnership & Transformation	Current Score	15	Target Score	4
Risk	Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.						
Potential Impact	Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.			Likelihood		Likelihood	
Note	Continue to implement CONTEST delivery plan through work with our partners and through the Forth Valley CONTEST Board. Prevent is the strand within CONTEST focussed on preventing radicalisation and extremism in communities. Training for staff is provided as part of mandatory training programmes and on specific aspects of the national Prevent strategy. The national Prevent referral pathway has also been reviewed in 2021.			Impact		Impact	
Related Actions	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness		CRR P&P SP2	Existing Controls	Forth Valley Local Resilience Partnership		
					CONTEST Delivery Plan & Working Groups		
					WRAP Training (High Priority Staff)		
		Failure to Address Serious Organised Crime	Senior Manager Partnership & Transformation	Current Score	12	Target Score	8
Risk	Public bodies fail to address organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking (with women and girls particularly vulnerable), due to a lack of preventative processes or information sharing.						
Potential Impact	Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.			Likelihood		Likelihood	
Note	Situational awareness and monitoring of significant developments or intelligence is ongoing. Web pages for staff have been updated with the latest advice on cyber crimes and keeping safe and briefings are shared with staff from Scottish Business Resilience Centre and the National Crime Agency.			Impact		Impact	
Related Actions	Serious Organised Crime action plan, based on Police Scotland self-assessment		COU SOC	Existing Controls	Serious Organised Crime Delivery Plan		
	Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy		CRR P&P SP1		Let Scotland Flourish Strategy		
	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness		CRR P&P SP2		National Fraud Initiative		

To achieve this Priority we will work with communities to develop & co-produce local solutions that meet the needs of families & communities. Work with the 3rd sector and communities to empower local people and families will be critical.

The Community Empowerment agenda drives this work, with key links to Housing, Sustainability & Climate Change, and Equalities, as well as ongoing community safety, wellbeing & resilience initiatives, including around violence against women.



The **Community Empowerment Bill** sets out the Council's formal duty to enable our local communities to be involved in decision-making about the services we provide. This will empower community bodies through ownership of land and buildings, and by strengthening their voices in the decisions that matter to them.



The **Local Housing Strategy** has a commitment to deliver on its own priorities, while acknowledging contribution to the wider policy framework aimed at tackling inequalities, poverty and socio-economic disadvantage. Future plans will demonstrate how we will deliver the Scottish Government's 'Housing to 2040' vision and route map.



Sustainability and Climate Change are increasingly prominent issues that affect us all, requiring major, long-term changes. We have legal duties in this area & are in the early stages of reviewing this strategy, but we all have a responsibility. Together we can make Clackmannanshire a happier, healthier and greener place for the next generation.

The Community Empowerment Fund supports groups to influence the provision of community-led services. As part of wider work, the council will make 1% of our main budget available for participatory budgeting. We've also worked with national charity Greenspace Scotland to develop a Local Allotments and Food Growing Strategy in a project called #GrowClacks.

Our priorities for the Local Housing Strategy are:

- Investment and new Housing Supply;
- Best Use of Existing Housing;
- Homelessness;
- Specialist Housing and Independent Living;
- Energy Efficiency and Fuel Poverty;
- Improving Neighbourhoods and Communities.

A recent Motion to Council identified key priorities of:

- Declaring a 'Climate Emergency';
- Developing strategy for shift to net-zero by 2045;
- Establishing a Climate Change Forum;
- Proactively ensuring young people have a voice;
- Confirming to Cabinet Secretary & seeking support.

The most recent report details achievements in:

- Community Asset Transfer (voluntary or community groups taking responsibility for a Council asset);
- Participation Requests (for communities to be more active in service planning and delivery); and
- Promotion and Support (information & guidance, single point of contact and dedicated email address, engagement with community bodies, reporting and signposting to external training).

Progress has already been reported in the areas of:

- Allocation policy, void properties and repairs;
- Tenant satisfaction & Participation Strategy;
- Staff training, apprenticeships, and health & safety;
- Property purchase from open market & new build;
- Improvements, condition, upgrades & energy;
- Repairs and compliance in public buildings; and
- General fund projects and procurement.

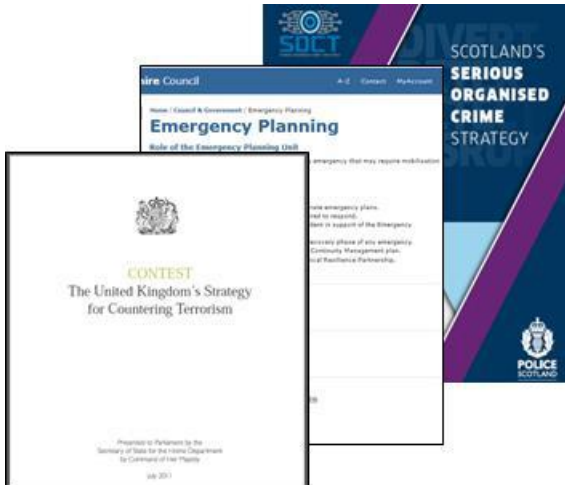
Working with communities, we have already delivered:

- Insulation & energy efficiency in houses & public buildings, and modern LED equivalent street lights;
- Financial assistance for households in fuel poverty;
- Flood Risk & Surface Water Management Plans and Community Flood resilience Groups;
- The Inner Forth Landscape Initiative, Ranger-led outdoor events and support for schools;
- Reduced emissions & home energy public events.

Further information can be found at: www.clacks.gov.uk/community/

Further information can be found at: www.clacks.gov.uk/housing/

Further information can be found at: www.clacks.gov.uk/environment/



Community Wellbeing & Resilience is the focus of a wide range of transformational projects, plans, services & partnerships, with various civil contingency risks managed by Local & Regional Resilience Partnerships for major incidents (such as flooding), continuity advice for local businesses, Counter-terrorism & Serious Organised Crime.

Partners have identified the following priorities:

- Reducing substance misuse & antisocial behaviour;
- Referral/signposting of money, benefits & debt services;
- Fuel & food poverty, and suicide rates;
- Mental health & resilience (particularly for women & girls);
- Employability and access to advice services;
- Sport & active living for young people (especially girls);
- Learning & volunteering, especially in deprived areas.

Progress has been made in the areas of:

- Employment, money, benefits & debt advice;
- Lifelong learning & volunteering opportunities;
- Women's life choices and resilience;
- Employment & learning barriers for women;
- Young Parents Programme;
- Activity & sports programmes and health & fitness;
- Community learning & development plan & activities;
- Mental, social, physical & economic wellbeing;
- Community safety planning, and fuel & food poverty;
- Engagement mechanisms & community-led solutions;
- Integrated multi-agency services.

Further information can be found at: www.clacks.gov.uk/community/planning/



The **Mainstreaming Equalities & Diversity Strategy** states Council's recognition that equality is fundamental to improving outcomes for the area. The Council is committed to tackling discrimination, advancing equality of opportunity & promoting good relations both in our workforce and wider community.

Further information can be found at: www.clacks.gov.uk/council/eqopps/

Our 7 newly agreed outcomes focus on reducing socio-economic disadvantage; promoting a sense of belonging & identity; improving attainment & achievement; increasing knowledge & capacity; ensuring people feel safe; promoting inclusive value & respect for all; and improving access to services.

The 2019-21 report summarises progress made, including in the following areas:

- Data collection & use, training & workforce support, and 3rd sector partnerships;
- Communication (translation/interpretation) and protected group engagement;
- Developing a British Sign Language Plan, and support for LGBT Youth Forum;
- Hate Crimes, anti-bullying, substance misuse, domestic abuse and poverty;
- Parent & family support, employability, mental health & community-led response;
- Health & wellbeing, and alignment with many other plans and strategies.

The **Violence Against Women** Partnership's vision is to have a strong & flourishing Clackmannanshire where all individuals are equally safe and respected, and where they live free from all forms of violence and abuse, and the attitudes that help perpetuate it.

The partnership's priorities are that:

- Society embraces equality and mutual respect, and rejects all forms of violence and abuse against women and girls;
- Women and girls thrive as equal citizens: socially, culturally, economically and politically;
- Interventions are early and effective, preventing violence or abuse and maximising the safety and wellbeing of women, children and young people;
- Men desist from all forms of violence and abuse against women and girls and perpetrators receive a robust & effective response.


















Local Outcomes Improvement Plan actions show progress in:































- Equally safe priorities, domestic abuse support, & women's choices & resilience;
- Prevention of gender-based abuse, including online;
- Gender-based abuse support for both those affected and perpetrators.

Further information can be found at: www.clacks.gov.uk/social/vaw/

How and what services we deliver is fast-changing and we must enable significant transformation in order to deliver. Residents' needs & preferences and advances in technology mean we must collaborate with other public and 3rd sector bodies to deliver joined-up, efficient and cost effective services, and enable digital services that our customers use in other aspects of their lives. Robust financial planning builds a strong foothold for organisational sustainability, and effective corporate governance enables sound systems and processes for control.



How we manage, nurture and optimise the potential of our skilled and dedicated workforce is also an essential component of organisational success, and we have a clear focus on consultation, engagement and support to develop our culture and ensure our Corporate Values are evident in everything we do. Other assets and resources, such as buildings, equipment and information also require efficient and effective management, and the 'Be the Future' Programme will transform and prepare our Council to meet future challenges and achieve our aspirations.

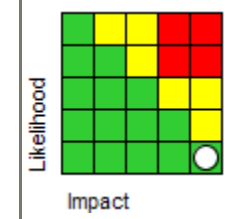
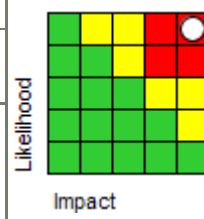
HR & Workforce Development	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Average working days lost through sickness absence per local government employee (excluding Teachers – see Priority 3)	15.0	13.5	10.1 	11.9 	20 	9.7	During the period 2020/2021 the pandemic contributed to a reduction in short term absences. Longer term absences continue to be managed through the Council's maximising attendance processes. As a Council we endeavour to ensure the right support to our staff at the right time to enable our employees to thrive and be productive at work.
Partnership & Transformation	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Women in the highest paid 5% of Council earners	55.8%	56.9%	53.8% 	50.7% 	23 	58.3%	Our rank is 23 if results are ordered high to low, however, this is misleading as our gender balance is better than in most other authorities. 4 authorities reported less than 50%, but 9 have over 60% (2 with over two thirds females in the highest earning roles). Nationally, results were closest to gender balance in 2013/14, with men being increasingly under-represented since. 50.7% of the Scottish working age population is female (our target), therefore, if rankings are based on variance from this, we have the 6th best gender balance among high earners.
Gender pay gap (Council employees)	1.3%	1.3%	0.9% 	0.0% 	6 	3.6%	Similarly to gender balance among high earners, the way this indicator is viewed nationally does not represent equality. Our 6th place ranking is based on ordering authorities from low to high, however, there are 4 authorities who report negative figures (i.e. women being paid, on average, more than men). Therefore, if based on variance from 0 (equal pay), our ranking is 3 rd .
Revenues	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Council Tax collection (per dwelling)	£3.58	£0.85	£4.21 	£6.58 	5 	£6.64	The increase is due to the reduction in income in statutory costs, this has dropped by 20%, it fluctuates every year but this change is mainly due to the pandemic and the limited ability to recover debt.
Income due from Council Tax collected within year	95.9%	95.7%	94.8% 	96.2% 	21 	94.8%	Collection rate has been severely impacted due to COVID pandemic and the related decision to delay recovery activity until 4th quarter of 20-21.

Finance	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Support services as % of total expenditure	7.2%	6.1%	6.3% 	6.5% 	31 	4.1%	The level of support services has been maintained reflecting required level of support provision to other Council services and fulfilling statutory duties.
Useable reserves (as % of budgeted net revenue)	16.0%	17.5%	24.8% 	16.9% 	12 	23.6%	Reserves increased by £10m mainly due to underspends in both GF (£8m) and HRA (£3m) as a result of disruption to services during the pandemic. It is anticipated that £7m of the GF underspend will be utilised in 21/22.
Uncommitted general fund balance (as % of budgeted net revenue)	3.8%	4.8%	4.8% 	3.8% 	7 	3.5%	Year-end underspends have contributed to uncommitted funds being above target level. This also contributes to the ability of the Council to meet unforeseen financial pressures within the year.
Ratio of financing costs to net revenue stream – general fund	8.3%	5.5%	4.7% 	7.2% 	8 	6.2%	During 19/20, the Council reviewed and amended its Loans Fund policy for both General Fund and HRA. The amendments aimed to smooth the repayment profile of debt over average life of assets and as a consequence reduced loans fund principal repayments for 20/21.
As above – housing revenue account	14.9%	9.7%	8.8% 	22.6% 	2 	22.9%	
Outturn as % of budgeted expenditure	97.9%	96.0%	93.1% 	99.4% 	25 	97.4%	Spend in 20/21 was less than budgeted mainly due to additional grant income received late in the year carried forward into 21/22 to match spend. Spending restraint in 20/21 also contributed to the lower percentage figure. In-year underspends are transferred to reserves to be used in future years.
Invoices paid within 30 days	89.9%	92.2%	94.8% 	91.0% 	10 	91.8%	Developments in invoice processing, including in the TechOne financial system and internal processes, continue to increase invoices paid within 30 days.
Procurement spend with local businesses	15.6%	19.7%	23.4% 	16.5% 	18 	29.1%	The relatively small geographic areas covered by Clackmannanshire are key factors in the share of spend (24%). However it could easily be argued that Forth Valley as an area could be considered “Local” our expenditure in Forth Valley is 40% The data used to calculate these figures are based on expenditure by invoiced postcode. This brings up anomalies as a number of our suppliers head offices are not based in the area that the services or goods are supplied from.
Property Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Operational buildings suitable for current use	79.7%	80.0%	80.0% 	85.0% 	23 	82.3%	New criteria for Educational establishments was applied in 19/20, with some schools categorised as C. Expected to improve following further Capital spend on the Primary Education Estate. Core Facts Monitoring (testing/certification for fire, legionella, electrics, etc.) continues to improve. Extensive Asbestos Management Plan surveys have been commissioned and continue to be updated.
Council buildings in satisfactory condition (by floor area)	97.6%	97.7%	97.7% 	95.0% 	4 	89.2%	Secondary School Support Building was temporarily closed pending structural monitoring and former St Bernadettes school was opened as a temporary decant building. This was in July, and temporary, therefore no change since last year.

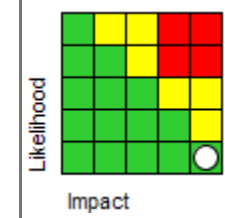
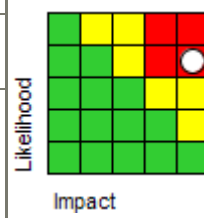
As mentioned, we have greater control and more explicit responsibilities regarding the internal management of the Council than in relation to our more outward-facing Priorities, where wider external factors, socio-economic issues, etc. outwith our control may have a more limiting impact. Therefore, this Priority has substantially more associated risks, though each of these is still influenced heavily by factors which cannot be fully controlled.



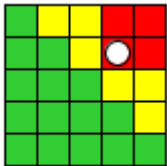



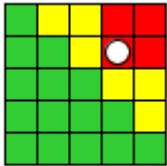
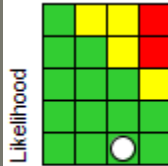
This is why, for each risk identified, we must assess whether we can influence the likelihood of the risk occurring or, where we cannot prevent it, how we will manage the impact, should it materialise. Financial, workforce & project management are key, as is ensuring that everyone is clear on responsibilities regarding Health & Safety, IT systems (including cyber security) and information management, and that governance processes provide assurance that duties are being fulfilled.



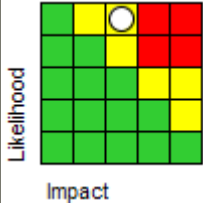
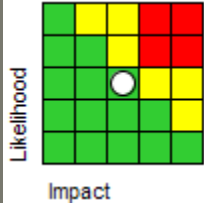
		Insufficient Financial Resilience	Senior Manager Finance & Revenues	Current Score	25	Target Score	5
Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.						
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.						
Note	The cumulative funding gap to 2028 is £33m as reported in the Council's 2022/23 budget. There is a continuing need for service redesign to ensure service delivery. Given the significant savings already achieved, as well as impacts and costs relating to Covid, and challenges around national budget uncertainty, it is extremely challenging to identify new proposals. Significant priority is being given to progressing the Council's organisational redesign and transformational change.						
Related Actions	Audit of 2020/21 Accounts by Audit Scotland	COU EXA 201	Existing Controls	Budget Strategy & Monitoring			
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign	EXA BVA 1A0		Contract Standing Orders			
	Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement	EXA BVA 4F0		Financial Regulations			



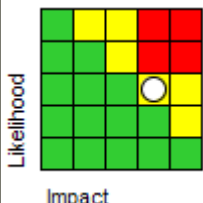
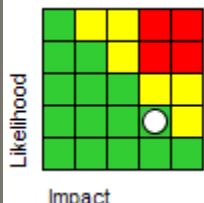




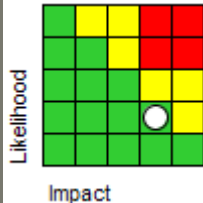
		Insufficient Pace and Scale of Organisational Transformation	Chief Executive	Current Score	20	Target Score	5
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.						
Potential Impact	Failure to maintain the required level of provision for statutory services. The corporate business improvement programme does not establish sustainable service delivery and a sustainable cost base for the future.						
Note	The Transformation team will move into the Chief Executive Office for 2022/23 but will continue to be led by the Strategic Director (Transformation) in order to strengthen the connection between strategic planning, budget processes and transformation. There will be an increased focus on accelerating the activity towards the Council's Target Operating Model to increase our organisational resilience, our ability to move on new opportunities quickly and prepare our workforce for new ways of working. The Target Operating Model is also under-pinned by principles of digital transformation, Community Wealth Building and Participatory Budgeting that put collaboration with our communities at the centre of our work.						
Actions	Be the Future Transformation Programme	COU BTF	Controls	Be the Future Board			



		Health & Safety Breach	Chief Executive	Current Score	16	Target Score	5
Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.						
Potential Impact	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.			Likelihood		Likelihood	
Note	H&S development work has been interrupted as the team is heavily involved in establishing safe working arrangements in light of the pandemic. However a new IT system is being developed to help manage H&S risks across the Council.			Impact		Impact	
Related Actions	Health & Safety action plan, based on recommendations from Gallagher Bassett		CRR P&P HR1	Existing Controls	Health & Safety Management System		
	Governance improvement actions across all services		CRR P&P LD1		Health & Safety Managers' Handbook		
		Inadequate Workforce Planning	Senior Manager HR & Workforce Development	Current Score	16	Target Score	3
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.						
Potential Impact	Loss of key staff from posts identified as single points of failure, including statutory officers, leading to inability to delivery key functions and lack of adequate professional advice to Council Officers/Elected Members.			Likelihood		Likelihood	
Note	The main risks at present relate to a stretched and fatigued workforce as a result of balancing "business as usual" with ongoing pandemic recovery as well as progressing key transformation activities. Beyond this an aging workforce, with a number of key staff approaching potential retirement, turnover in key posts or single points of failure, impacted by turnover or absence overlays presents significant future challenges. A fundamental review of workforce planning is necessary to ensure the sustainability of service provision, particularly in the context of statutory duties. This review will be informed by the outputs of the demands/capacity/skills audit which will also inform the review of our Strategic Workforce Plan 22-25.			Impact		Impact	
Actions	Implement the Workforce Plan 2019-22		CRR P&P HR3	Controls	Strategic Workforce Plan		

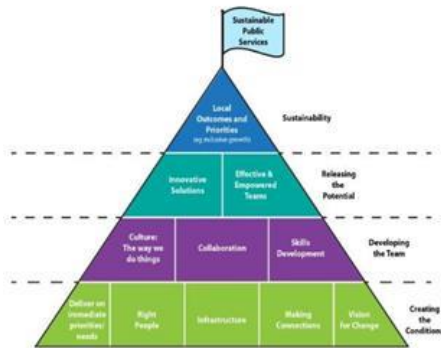
 	IT System Failure	Senior Manager Partnership & Transformation	Current Score	15	Target Score	9
Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or lack of investment in systems/staff/training (i.e. failure of IT services to uphold priorities of Confidentiality, Integrity and Availability).		 Likelihood Impact		 Likelihood Impact	
Potential Impact	Financial impact from loss of productivity, service disruption (inc. statutory/vulnerable groups), inability to communicate, harm to staff/customers (access to records/Potentially Violent Persons register) & legal/regulatory/reputational implications.					
Note	The Council is investing in ICT infrastructure as part of its Digital Transformation Strategy & roadmap. This will introduce cloud hosted services, retire/replace legacy systems, implement m365 & invest in modern technology to support delivery, future ways of working & Digital Transformation ambitions. Digital Maturity Assessment, Audit Scotland review and work in partnership with Digital Office is helping shape this work. A report on Cyber Security compliance is scheduled, however, recent global issues have increased this risk, and work is ongoing around security and improving staff & public awareness.					
Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Business Continuity Plans		
	Complete actions from IT Asset Management Plan	CRR P&P IT2	Existing Controls	Service Level Agreements & Contracts		

 	Information Not Managed Effectively	Strategic Director - Partnership & Performance	Current Score	12	Target Score	8
Risk	Information is not protected, managed or used effectively due to lack of compliance with information sharing, data protection, records management or IT principles/protocols, potentially leading to data breaches, inefficiency/duplication and strategic/performance management decisions based on poor quality/inaccurate business intelligence.		 Likelihood Impact		 Likelihood Impact	
Potential Impact	Legal/reputational/financial implications from breaches, inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or misinformed decision-making if information not available/used.					
Note	There is currently no Records Management Officer in post, though an externally appointed Data Protection Officer is a partial mitigation. Work continues around cyber essentials accreditation, opportunities from MS365, review of Data Protection policies and partnership sharing agreements, and ensuring the completion of mandatory training by all staff.					
Related Actions	GDPR Implementation Project Plan	COU GDP	Existing Controls	Data Sharing Agreements		
	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	GDPR Guidance & Training		

 	Industrial Unrest	Chief Executive	Current Score	8	Existing Controls	
Risk	Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.		 Likelihood Impact		Business Continuity Plans	
Potential Effect	Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.				Trade Union Comms Protocol	
Note	Ongoing discussions are taking place at national level with SNCT to settle the pay award for 21/22, all other bargaining groups have now settled, Negotiations are also underway nationally in relation to the 22/23. At a local level the Council continues to engage with our trade unions both informally and formally through our agreed consultative framework.				Forth Valley Local Resilience Partnership	

The strategies below demonstrate how we will transform our organisation to ensure we are equipped to deliver on all Priorities and meet future needs & demands.

Appendix A: Clackmannanshire Council Organisational Redesign Framework



Our **Organisational Redesign Framework** is in place for monitoring and evaluating progress and refining activity based on four key phases which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability.

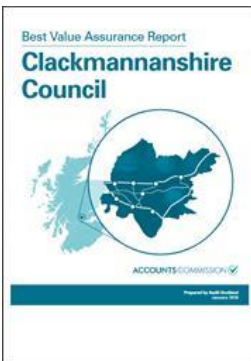
The four key phases are:

- Creating the conditions;
- Developing the Team;
- Releasing the potential;
- Sustainability.

The **Local Code of Governance** shows key governance documents, underpinned by detailed deployment processes, with corporate & directorate improvement actions identified annually. The code is reviewed annually to ensure it remains fit for purpose, whilst maintaining alignment with CIPFA guidance and the principles that:

- resources are directed in accordance with agreed policy & according to priorities;
- there is sound & inclusive decision making;
- there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

Further information at: www.clacks.gov.uk/council/codeofgovernance/



Internal & External Audit mechanisms complement these self-assessment & benchmarking assurances with challenge from an independent perspective. The Internal Audit team and the range of external audit and inspection bodies identify areas for improvement, which are then incorporated into review, development, and transformation activities.

Our Audit Committee is presented with reports detailing:

- Internal Audit Plan progress & findings (bi-monthly);
- Local Scrutiny & Audit of Accounts (annually);
- Best Value Audits by Audit Scotland (5 year cycle).

Strategies include details of governance and reporting arrangements, and we engage with a range of audit and inspection bodies to improve services and plans.

During 20/21, the 'Be the Future' **Transformation Programme** made progress in:

- Establishing a Transformation team, roadmap and Strategic Oversight approach;
- Commitment to & alignment of The Promise in the new Children's Services Plan;
- Funding, Transformation Zones & Children's Mental Health & Wellbeing;
- Acceleration of priority projects, and work with Scottish Futures Trust;
- People services redesign and permanent Chief Officer appointments;
- Repurposing funds to accelerate Scotland's International Environment Centre;
- City Region Deal Skills and Inclusion projects (Digital and Active Travel);
- Wellbeing Complex, community & partner engagement, and interim provision;
- Family Wellbeing Partnership, values-based leadership, and STRIVE.

Further information can be found at: www.clacks.gov.uk/council/perfintrans/

The **Annual Governance Statement** reports self-assessment findings regarding:

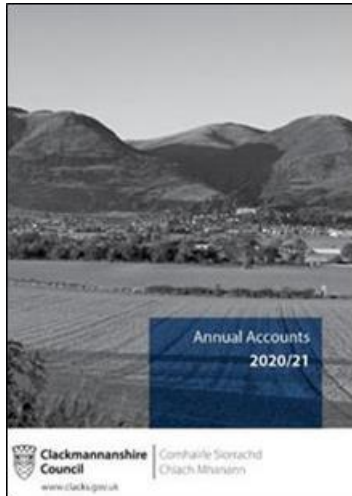
- Leadership, values & culture;
- Strategy & performance management;
- Working in partnership;
- Communication & engagement;
- Sustainable asset management;
- Financial management;
- Information & knowledge management;
- People management.

Local Code of Governance 2019-20	Delivering Good Governance in Local Councils (Chartered Institute of Public Finance)			
	A. Delivering with integrity, demonstrating strong commitment to ethics, values, and meeting the trust of the public	B. Ensuring openness and comprehensive stakeholder engagement	C. Defining outcomes in terms of social and environmental benefits	D. Determining the effectiveness of the intervention
Scheme of Delegation	✓	✓	✓	✓
Council Standing Orders	✓	✓	✓	✓
Council Corporate Plan	✓	✓	✓	✓
Performance Management Framework	✓	✓	✓	✓
Corporate Risk Management Guidance	✓	✓	✓	✓
Alliance Governance Framework & Memorandum of Understanding	✓	✓	✓	✓
Communication Strategy	✓	✓	✓	✓
Sustainability & Climate Change Strategy	✓	✓	✓	✓
Financial Regulations April 2018 (Council paper)	✓	✓	✓	✓
Information Strategy	✓	✓	✓	✓
Workforce Strategy	✓	✓	✓	✓

We have received **Best Value** assurance from the Controller of Audit that:

- There is evidence of improved relationships between councillors and officers;
- There are signs that councillors and officers support a more collaborative approach and have a shared understanding of the need to do things differently;
- The council acknowledges a need to better link use of resource to priorities;
- The council recognises that to transform it needs to increase collaboration;
- The council has taken steps to build organisational change & redesign capacity, though further work is required to maintain momentum and embed change;
- The council has secured a range of external assistance to support improvement.

Further information can be found at: www.clacks.gov.uk/council/councilperf/



Financial Strategy updates (including Treasury Management, Revenue & Capital Budgets & Financial Statements) are regularly reported to Audit Committee, presenting a timely and holistic overview for the effective scrutiny of the financial position and processes, as well as proactive identification and mitigation of financial risks.

Reports present summary & detailed information on:

- Directorate & Council Revenue & capital outturns for General Fund & Housing Revenue Accounts;
- Contribution from reserves, variance & reasons;
- The achievement of approved savings;
- Financial risks on provisions & contingent liabilities;
- Material changes to Financial Statements in areas such as Pension Liability, General Reserves, Remuneration & Investment Properties;
- Scottish Government Settlement and allocations;
- Indicative residual funding gap after savings, taking into account demand pressures; and
- The overall process and timeline for consultation, budget-setting and change proposals.

In 20/21, 7.5% of approved savings were not achieved due to Covid, though 90.6% were achieved, including:

- £1.3m by the People Directorate;
- £1.0m by the Place Directorate;
- £0.7m by Partnership & Performance Directorate;
- With additional underspend of £1.7m in the Clacks element of the Health & Social Care Partnership.

Further information can be found at:

www.clacks.gov.uk/council/press/?release=4477



The purpose of the Council's **Procurement Strategy** is to support the delivery of high quality public services that offer value for money and, in a sustainable way, take account of best practice and Scottish procurement legislation.

The Strategy provides a high-level view of the Council's direction of

travel, identifies actions that the Council will take and the principles it will follow to maximise value from its procurement activity.

The strategic themes stated in the strategy aim for Council Procurement to be: Straightforward; Professional; Maximise local opportunities; Strategic; Fair; and Compliant.

The 20/21 Annual Procurement report presents progress & performance on:

- Procurement Strategy position, background, key statistics, categories of spend & details of savings already achieved;
- Contract standing orders & exception reports;
- Local suppliers, community benefits & supported businesses;
- Purchasing system & cards;
- The Scottish procurement agenda;
- Future priorities and other activities.

Further information can be found at:

www.clacks.gov.uk/business/procurementstrategy/
www.clacks.gov.uk/business/procurementannualreport



The **Digital Strategy**, as part of the wider 'Be the Future' Programme, sets out how the Council will adopt the use of Digital to support its vision. Digital goes beyond moving services online. It requires that we redesign services to take advantage of digital technologies: smart buildings, streets & transport, to adapt to customer needs.

Digital Strategy principles cover the areas of:

- Digital by default (where appropriate), but ensuring those not digitally-enabled can access services;
- Services designed around the Citizen or customer;
- Innovative, re-usable & low maintenance solutions;
- Proactive information-sharing, while respecting privacy and meeting governance requirements;
- Technologies from a range of sources, focussed on collaboration, sharing & reducing duplication;
- Leaders will embrace Digital Delivery and integrate it into their core business processes and planning;
- Our workforce will be skilled in using technologies;
- ICT Professionals will be expert and highly skilled.

We recently evidenced progress to Audit Scotland in:

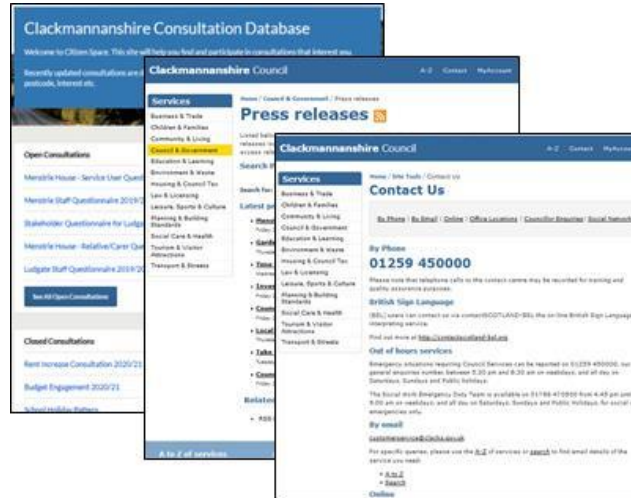
- Citizen Portal (piloted with Bulky Uplifts);
- Digital Strategy Workshop;
- Digital readiness, risk, Equality & Fairer Scotland;
- Governance via the Digital Transformation Board;
- Online applications (Blue Badge & Garden Waste);
- Education Maintenance Allowance, Parent Pay, Cashless schools & mobile technology in catering.

Further information can be found at:

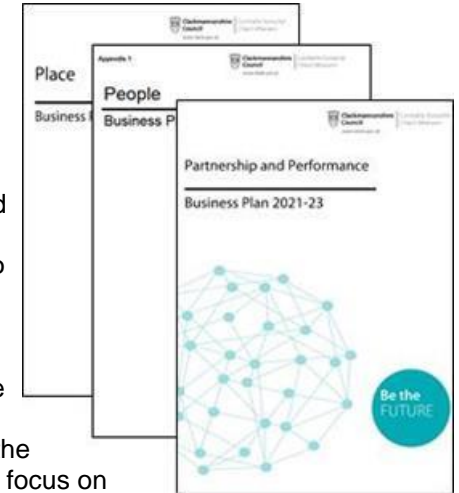
www.clacks.gov.uk/council/press/digital/



Successful **Workforce Planning** is key to realising our LOIP outcomes, and critical to developing our workforce for the future, changing our culture and having a workforce which is underpinned by strong leadership at all levels. This plan outlines our priorities for the next three years and is due to be refreshed for the period 2022-25.



Business plans are high level, strategic plans giving direction for the Council's directorates, and linking each service's work to the vision & outcomes in this Corporate Plan. They summarise key issues & activities within the directorates and focus on matters of strategic importance.



Our Workforce Planning priorities are to:

- Create a positive & inclusive organisational culture;
- Have a sustainable & resilient workforce;
- Ensure our workforce feels supported, empowered, respected & engaged; and
- Ensure our workforce has the knowledge, skills & behaviours capable of meeting future demands.

Our Workforce programme has shown progress in:

- Leadership Development & staff suggestions;
- Communication & engaging 'hard to reach' groups;
- Matching & alignment to the Fair Work Framework;
- Review of the Healthy Working Lives approach;
- Communications Strategy for Health & Wellbeing;
- Analysis of staff survey results and areas of action;
- Review of communications & information cascade;
- A structured approach to Learning & Development;
- eLearning comms & social skills manager courses;
- Integration with the 'Be the Future' Programme;
- Digital Performance Review (including Chief Exec).

Further information can be found at:

www.clacks.gov.uk/council/ccorr/

A key Partnership & Performance Business Plan action for is to develop a new **Communication & Engagement Strategy**. The Council is committed to and understands the importance of clear, honest, timely & relevant communication. We understand the link between comms and reputation, and that services are better when we listen to those using them.

The strategy, fully aligned to the 'Be the Future' Transformation Programme, will set out the approach to ensuring excellent communication and work to implement priorities. Key outcomes, priorities and principles will be set out, as well as a delivery plan & performance framework for the strategy.

The following plans and policies will support delivery:

- Consultation Toolkit;
- Social Networking Policy;
- Customer Charter;
- Digital Strategy;
- Media Policy;
- Design Protocol.

Further information can be found at:

www.clacks.gov.uk/

Plans set out key service strategies & actions, demonstrating contribution to the Council's ambitions. They provide clear direction for more detailed service and partnership plans, down to individual work plans to ensure a linked 'Golden Thread'. In the current period of transformation, plans reflect transitional arrangements and will develop throughout the year.

Recent reports detail progress & achievements in:

- Place: Property; Planning & Building Standards; Economic Development; Waste; Roads & Transport; Environmental Health; Sustainability; Soft Facilities Management; & Housing.
- People: Service structure; Early intervention strategies; Transformation; Mental Health Services; Staff attendance, engagement & wellbeing; and specific Education & Social Services priorities.
- Partnership & Performance: Redesign & senior management appointments; Budget, Finance & Revenues, HR & Workforce Planning, Legal & Governance; and Partnership & Transformation.

Further information can be found at:

www.clacks.gov.uk/council/meetings/



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann