Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

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

Audit and Scrutiny Committee

Thursday 20 April 2023 at 9.30 am

Venue: Council Chamber, Kilncraigs, Alloa, FK10 1EB

Audit and Scrutiny Committee

The remit of the Audit and Scrutiny Committee is:

Audit & Finance

a)   Receive, review and consider reports on the Council's finance
b)   Receive, review and consider reports on value for money and best value
c)   Consideration and monitoring of the Council's Annual Governance Statement
d)   Consider internal audit reports and results of internal audit investigations
e)   Consider external audit and resultant action plans
f)   Monitor and review actions taken on internal and external audit recommendations
g)   Consider the effectiveness of the Council's risk management procedures and the control environment
h)   Receive and consider reports on countering fraud and corruption.

Scrutiny

a)   Monitor council services, including the Health and Social Care Partnership (HSCP) against agreed outcomes, standards and targets
b)   Monitor the achievement of organisation-wide agreed outcomes, standards and targets
c)   Monitor the achievement of agreed outcomes, standards and targets by the community planning partnership
d)   Monitor Police and Fire performance against Plans approved by the Council
e)   Scrutiny of Council decision-making, with the ability to call in decisions
f)   Initiate or undertake scrutiny reviews
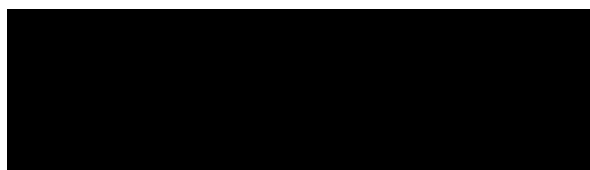g)   Deal with matters referred by the Council for scrutiny purposes.

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

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

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12 April 2023

A MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 20 APRIL 2023 at 9.30 am.

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STUART CRICKMAR
Strategic Director (Partnership and Performance)

B U S I N E S S

Page no.

Scrutiny (Partnership)

Scrutiny (Place)

Audit and Finance

Audit and Scrutiny Committee – Committee Members (Membership 8 - Quorum 4)

Councillors

Wards

Councillor	Janine Rennie (Chair)	3	Clackmannanshire Central	LABOUR
Councillor	Denis Coyne (Vice Chair)	5	Clackmannanshire East	CONSERVATIVE
Councillor	Phil Fairlie	1	Clackmannanshire West	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONSERVATIVE
Councillor	William Keogh	2	Clackmannanshire North	LABOUR
Councillor	Kenneth Earle	4	Clackmannanshire South	LABOUR
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Bryan Quinn	4	Clackmannanshire South	SCOTTISH GREEN

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MINUTES OF MEETING of the AUDIT AND SCRUTINY COMMITTEE held via VIDEO CONFERENCE (MS TEAMS) on THURSDAY 9 FEBRUARY 2023 at 9.30 AM.

PRESENT

Councillor Kenneth Earle (Chair)
Councillor Denis Coyne (Vice Chair)
Councillor Martha Benny
Councillor Ellen Forson
Councillor William Keogh
Councillor Kathleen Martin (S)
Councillor Jane McTaggart (S)
Councillor Bryan Quinn

Religious Representative:
Mr George Marcinkiewicz, representing the Catholic Church (Via Teams)

IN ATTENDANCE

Stuart Crickmar, Strategic Director (Partnership and Performance)
Lorraine Sanda, Strategic Director (People)
Pete Leonard, Strategic Director (Place)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Chris Alliston, Senior Manager, HR & Workforce Development (Partnership & Performance)
Colin Bruce, Chief Education Officer (People)
Sharon Robertson, Chief Social Work Officer (People)
Gillian Scott, Senior Manager, Early Intervention (People)
Johan Roddie, Senior Manager, Permanence (People)
Isabel Wright, Internal Audit Manager (Partnership and Performance)
Ewan Murray, Chief Finance Officer, Clackmannanshire & Stirling Health and Social Care Partnership
Margaret Lewis, Senior Manager (Care & Protection) (People)
Murray Sharp, Senior Manager (Housing) (Place)
Elizabeth Hutcheon, Management Accountancy Team Leader
Judi Richardson, Performance & Information Adviser (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Committee)
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance)

AS(23)01   APOLOGIES

Apologies for absence were received from Councillor Janine Rennie and Councillor Phil Fairlie. Councillor Jane McTaggart was in attendance today as substitute for Councillor Phil Fairlie and Councillor Kathleen Martin was in attendance as substitute for Councillor Janine Rennie.

AS(23)02   DECLARATIONS OF INTEREST

None.

AS(23)03   MINUTE OF AUDIT AND SCRUTINY COMMITTEE HELD ON 15 DECEMBER 2022

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 15 December 2022 were submitted for approval.

Decision

The minutes of the meeting of the Audit and Scrutiny Committee held on Thursday 15 December 2022 were agreed as a correct record by the Committee.

AS(23)04   PEOPLE BUSINESS PLAN – INTERIM UPDATE DECEMBER 2022

The report, submitted by the Education Senior Manger, provided an interim update on the progress across the 2022-23 People Business Plan.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor William Keogh.

Decision

Having challenged and commented on the report, the Committee agreed to note the contents of the report.

AS(23)05   CLACKMANNANSHIRE AND STIRLING HSCP ANNUAL PERFORMANCE REPORT 2021-22

The report, submitted by Clackmannanshire and Stirling Heath and Social Care Partnership, provided and overview of performance in planning and carrying out integrated functions and is produced for the benefit of partnerships and their communities. The required content of the performance reports is set out in The Public Bodies (Joint Working) (Content of Performance Reports) (Scotland) Regulations 2014.

Councillor Forson asked why others from the partnership were not in attendance today to answers all the questions from Committee on the report which had a lot of information. Stuart Crickmar advised that the right people should be at Committee to answer questions from Members. He would sort this out for future meetings. Councillor Forson and Councillor Earle will write a letter to the Chair of the IJB regarding the Committee's concerns.

Motion

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

Moved by Councillor Martha Benny. Seconded by Councillor Denis Coyne.

Decision

Having challenged and commented on the report, the Committee agreed to note that the report was published on the Health and Social Care Partnership's website before the end of November 2022.

AS(23)06   INTERNAL AUDIT PROGRESS REPORT

The report, submitted by the Internal Audit Manager, provided an update on 2022/23 Internal Audit work.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Martha Benny.

Decision

The Committee agreed to note the progress being made with completing the 2022/23 Internal Audit Plan report.

AS(23)07   EXCEPTIONS FROM THE APPLICATION OF CONTRACT STANDING ORDERS

It is a requirement of Contract Standing Orders that exceptions should be reported to the next available Audit Committee. The purpose of the paper submitted by the Strategic Director, Partnership and Performance is to provide detail on Exceptions to Contract Standing Orders submitted in the previous quarter.

Motion

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

Moved by Councillor Ellen Forson. Seconded by Councillor Martha Benny.

Decision

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

AS(23)08   CORPORATE RISK REGISTER

The report, submitted by the Strategic Director, Partnership and Performance, provided the Committee with the 2022/23 quarter 3 update on Clackmannanshire Council's Risk Register (Appendix A).

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Bryan Quinn. Seconded by William Keogh.

Decision

Having commented and challenged the report, the Committee agreed to note the report as appropriate.

Ends 1125 hrs

Report to Audit and Scrutiny Committee.

Date of Meeting: 20th April 2023

Subject: Police Performance Report for Clackmannanshire - April 2022 to September 2022

Report by: Local Area Commander

1.0   Purpose

1.1.   The purpose of this report is to provide the committee with information on the performance of Police Scotland in the Clackmannanshire local authority area for the period 1st April 2022 to 30th September 2022.

1.2.   The report is aligned with the headings of the Clackmannanshire Local Policing Plan 2020-2023 priorities (i.e. **Responsive to the concerns of our communities, Enhancing our collective resilience to emerging threats, Protecting people most at risk from harm, Promoting confidence through our actions, Road Safety and Road Crime**).

1.3.   The Clackmannanshire Police Performance Report (Appendix 1) contains the current information on performance against selected performance indicators. This report provides complementary information to that in the table to present a summary of performance of policing in Clackmannanshire Council area and also identifies emerging trends, threats and issues.

1.4.   Data for this report is sourced from Police Databases that are subject to changes as enquiries progress. They can be best regarded as Point in Time figures. 3 year average figures are not available for all measures. The information in the table should be regarded as provisional.

2.0   Recommendations

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

3.0   Considerations

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

3.2. Some of the risks and threats which continue to present in Clackmannanshire are:

- Domestic Abuse

- Crimes of Violence

- Possession and Supply of Controlled Drugs

- Cyber Fraud

3.3. By their nature, these remain longer-term threats and Forth Valley Division continues to focus on intervention and enforcement to address them.

3.4. There were no significant new operational issues emerging during the previous reporting period.

3.5. There were no significant new operational issues emerging during the current reporting period.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Laura McNab CI Audrey Marsh	Command Support, Forth Valley Division Local Area Commander	101

Approved by

NAME	DESIGNATION
Barry Blair	Chief Superintendent Forth Valley Division

Clackmannanshire Council

Audit & Scrutiny Committee

Police Performance Report
April 2022 - September 2022
Barry Blair
Chief Superintendent

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Background to this Report   page 3

Local Policing Priority Updates:

BACKGROUND TO THIS REPORT

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

Performance in relation to the identified policing priorities is monitored on an ongoing basis. Six monthly reports are produced to allow scrutiny by Clackmannanshire Council Audit and Scrutiny Committee. This report covers policing activity from 1st April 2022 to the 30th of September 2022.

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

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

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

RESPONSIVE TO THE CONCERNS OF OUR COMMUNITIES

We will work to prevent antisocial behaviour, hate crime, violence and disorder and aim to prevent acquisitive crime

Safeguarding Through Rapid Intervention (STRIVE) Case Study

In May 2022, an adult male was referred to STRIVE by Clackmannanshire housing department, as a result of concerns they had relating to his mental health, anti-social behaviour and substance misuse. This male was already known to other services for similar reasons, including police. Due to the complex situation and the amount of previous involvement with the male, it was agreed that STRIVE would hold a meeting with other relevant professionals, to discuss him in more depth, with a view of identifying a support plan.

At the meeting it was agreed that the male required mental health intervention, and an appointment was scheduled. Without support it would have been unlikely that the male would have made it to the appointment, so STRIVE assisted him with this. This ensured that he was able to obtain support from the correct and most capable partners.

Through STRIVE interventions, the male has now been assessed further by adult care social work and has been afforded a package of care to support him in the community, in addition to him receiving help for his substance use from third sector partners. As such, the male has since stopped coming to the attention of services however this would have been unlikely without these cohesive multi-agency interventions. STRIVE ensured that he received the necessary help quickly, to prevent him escalating to crisis point again in future.

Public Reassurance Following Youth Disorder in Sauchie

In spring 2022, Sauchie experienced an unusual spike in open space antisocial behaviour involving youths, with several incidents occurring including fire raisings within the woodland, residential fences set alight, smashed windows at the church and damage to the local community hub.

The local Community Policing Team (CPT) took ownership of all the crimes, conducted a thorough investigation, and identified two offenders, aged 12 years. The boys were appropriately dealt with utilising Restorative Justice processes.

In response to the number of incidents and the potential for escalation, the CPT conducted extra patrols in the affected areas, liaising with local youths and educating them regarding the potential ramifications of this criminality. They also engaged with local residents and provided advice and reassurance.

The CPT were praised locally and residents expressed their appreciation for the police intervention. The residents felt comforted by the additional police presence, which reduced the incidents of disorder in the area.

Proactive Stop Search Activity – Alloa Town Centre

Response and CPT officers regularly carry out foot patrols in response to complaints of drug use in Alloa town centre. Response officers were on foot patrol when their attention was drawn to a male acting suspiciously, who presented sufficient grounds to facilitate a stop search in terms of the Misuse of Drugs Act 1971 (MDA). A search was conducted and a quantity of cannabis was found on the male, which was seized, and he was issued with a Recorded Police Warning.

A male was observed acting suspiciously along with another male and it appeared that a drugs transaction was underway. Both males were stopped and searched under the MDA, with one found in possession of a quantity of Diazepam and reported to the Procurator Fiscal for this crime.

An officer was walking through Alloa town centre to give evidence at the court, when he became aware of two males acting suspiciously and believed them to be involved in the supply of controlled drugs. The officer detained both males for a search under the MDA after seeking assistance from colleagues. Both males were searched, with one found in possession of heroin and several wraps of cocaine. One male was arrested and charged for being concerned in the supply of controlled drugs.

These are examples of intelligence led directed patrols and proactive policing in the community, which helps to ensure that Clackmannanshire is a safe and enjoyable place in which to live, work and shop.

Acquisitive Crime

Proactive patrols are one of the most effective ways to keep our communities safe and to prevent and detect crime. In June, our night shift response officers were out on patrol to prevent the commission of offences and apprehend criminals. During their patrols in Clackmannan, they observed a known male walking along the street possessing a high value power tool. The male was stopped, enquiries were conducted and it transpired that he had recently stolen the power tool from a nearby garden.

He was arrested and the stolen item was returned to the victim, who was unaware of the theft and very grateful for the police action. This is an example of deploying proactive patrols in the right areas at the right time where possible, based on current crime trends and community intelligence.

During the same night shift, other response officers were patrolling the Alloa area when they observed a known male who was involved in thefts from vehicles. The officers spoke with the male and ascertained that no crimes had been committed, however on carrying out a check on the Police National Computer (PNC), this revealed that he was 'wanted' on warrant for vehicle crime elsewhere. He was arrested and appeared at court the following day. Another excellent example of proactive policing activity and prevention.

In the early hours of another morning, several vehicles were broken into whilst parked and unattended in Alloa, and bank cards from within were also stolen. Upon receiving

these reports, the Divisional Alcohol and Violence Reduction Unit (DAVRU) took ownership of the enquiry and commenced an investigation. Officers completed a CCTV trawl of likely exit routes and places where transactions had been made on stolen cards.

CCTV footage was obtained and officers identified the suspect as a known female from Alloa. Whilst conducting door-to-door enquiries, officers identified other offences perpetrated by the suspect that had not been reported to the police. These incidents were also investigated and as a result the female was arrested and charged with fourteen offences, including thefts from motor vehicles and fraud. These crimes were detected due to the diligent and through investigation undertaken by the officers.

In July, the CPT conducted proactive mobile patrols for the national Fatal 5 campaign, which focusses on road safety. During their patrols, officers observed a high value vehicle driven by a male known to drive regularly with no insurance. The officers stopped the vehicle and, on completing further checks, confirmed the vehicle was reported as stolen from Glasgow. The male was arrested, the vehicle recovered, and colleagues from Glasgow were informed of the circumstances. The male was reported to the Procurator Fiscal (PF).

Proxy Campaign – It'll Cost You

An award-winning campaign to tackle underage drinking and youth disorder was launched across Scotland in the summer of 2022.

The "It'll Cost You!" programme is a collaboration between Police Scotland, Local Authorities, and alcohol producers and retailers. It aims to raise awareness of the damaging effects and criminal nature of buying alcohol for those under 18 years of age.
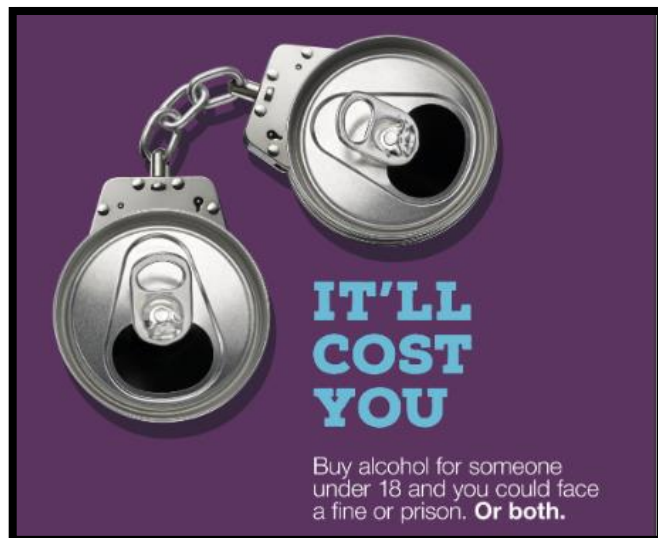
Asking an adult to buy alcohol for those under 18 is one of the most common tactics young people use to access alcohol. The Licensing (Scotland) Act 2005 states that it is an offence for a person to "act as an agent for a child in purchasing or attempting to purchase alcohol". This is known as a proxy purchase.

In July 2022, Police Scotland Youth Volunteers (PSYV) visited off-sales in Clackmannanshire to distribute posters, educate, and encourage staff to challenge buyers and refuse to sell alcohol to anyone who they believed may be making a proxy purchase of alcohol. This helps to safeguard our young people and reduce anti-social behaviour in our local communities, and was welcomed by the local businesses.

NEW LEGISLATION – THE OFFENSIVE WEAPONS ACT 2019

The Offensive Weapons Act 2019 was implemented in Scotland in stages throughout 2022. This legislation forms part of the UK Government's response to the rise in serious violent crime.

The Act creates new powers, amends existing legislation to control the sale of knives and corrosive substances, and introduces new offences relating to their possession and use. Possession of a corrosive substance in a public place without lawful authority or reasonable excuse became a criminal offence in June 2022.

If officers have reasonable grounds for suspecting a person is carrying a corrosive substance in a public place, they now have the authority to search them. The new legislation also makes it harder for young people under 18 to buy knives, sharply pointed items made or adapted to cause injury, and corrosive substances online, with sellers requiring rigorous age verification and delivery instructions.

From December 2022, possessing a range of prohibited weapons in a private place is a criminal offence. This includes items such as zombie knives, blowpipes and swordsticks. Before the legislation become law, the Scottish Government allowed people to surrender any offensive weapons. The Surrender and Compensation Scheme ran from 1st July to 30th September 2022, and enabled members of the public to surrender any offensive weapons at designated police stations

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PROTECTING PEOPLE MOST AT RISK FROM HARM

We will work proactively with partners to protect vulnerable adults, children and young people and tackle sexual crime and domestic abuse

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STRIVE Case Study

In April 2022 child care social work made a referral into STRIVE due to concerns they had about the mother of a child known to them, particularly in relation to her mental health. This family were known to other services, and during enquiries into a recent domestic incident the female had made reference to feeling very low.

It was agreed that social work would support her to attend her local GP to address her mental health, and STRIVE also convened a further appointment with integrated mental health colleagues. Prior to these appointments a further police incident occurred that raised more concerns for the female's mental health, which was fed back to mental health services and social work via STRIVE.

Unfortunately her mental health deteriorated to the point that her child had to go and live with a family member temporarily, to allow the lady to focus on her health and get better. This involved her remaining in hospital for around a month. STRIVE then supported the female upon her discharge in respect of her finances, housing and further mental health support, in addition to those already put in place by the community mental health team. Social work also engaged with her to help prepare her to bring her child back home, which was successfully achieved. The multi-agency approach in this case meant that the female had wrap around support before, during, and after her crisis. It also meant that she received the correct interventions much more quickly, which allowed the family to safely remain together.

Community Officer Intervention

In June 2022, PC Katie Hunter (CPT) was involved in the search for a young missing person. Through local knowledge, PC Hunter traced the missing person quickly and returned him to his home address. She spent time with the young person and his family, to ascertain why he went missing and provide reassurance and advice, highlighting the consequences of absconding and the impact these behaviours have on him, his family and the community.

The next day, his mother contacted the community Sergeant to make him aware of the officer's positive impact on her son, and inform him how impressed she was with how the officer handled the situation and wrote:

"Hi, just wanted to pop a huge thank you to the above officer who attended my address yesterday when my son went missing. The officer dealt with my son in one of the best ways I have ever seen, professional, friendly, however managed to get a serious message over. Please pass on a huge thank you from me."

Detection of Serious Crime - Protecting Vulnerable Females

In June, police received two separate reports of indecent assault. The incidents involved an unknown male approaching lone females in a wooded area in Clackmannanshire, before indecently assaulting them. CPT and DAVRU took ownership of the enquiry and conducted a detailed investigation. One of the victims captured an image of the suspect on her mobile phone, and a CCTV image obtained during the second enquiry confirmed that it was the same male responsible for both crimes.

The team circulated the description and details of the crime to police colleagues, and information was provided about a possible suspect. Police later identified the suspect, a 22 year old male, who was arrested, charged and later appeared in court. The victims and their families communicated their thanks to police for the quick resolution and the support they received.

Recovery Olympics – Partnership Working

The CPT work closely with partners and community run projects for drug treatment and rehabilitation, including local recovery workshops. All are designed to identify and put in place measures to prevent substance misuse and support people recovering from addiction. The police involvement in these projects has been valuable in signposting vulnerable community members to the projects and, through police attendance, breaking down barriers and encouraging a free flow of information between vulnerable groups, police and partner agencies.

In July, the annual Recovery Olympics were held at Forthbank Stadium in Stirling. This event is open to recovery groups throughout Scotland, and each group provides a team to participate in track and field tournaments. Clackmannanshire CPT entered a team, the only team of police officers across Scotland, and their attendance was very much welcomed. The team's inclusive approach impacted positively on the event. In addition, the officers networked and obtained new ideas for projects for the local area, to benefit vulnerable groups trying to escape addiction.

Introduction of the Electronic Inter-Agency Referral Discussion Multi-Agency Platform

Inter-Agency Referral Discussions (IRDs) are the first stage in the process of joint information sharing, assessment and decision making about risk and, as such, is the central mechanism to coordinate inter-agency child and adult protection processes. An IRD occurs before any agency proceeds with an investigation and before either a Joint Investigative Interview, Joint Paediatric Forensic Medical Examination, or other single or joint enquiry commences (except where emergency measures are required).

Three statutory agencies must be present for an IRD to occur – Police, Social Work and Health. Within Forth Valley, we also include Education in the child IRD process to ensure all information is being shared with relevant agencies to enable more informed decision making. In June 2022, a new electronic IRD recording method was introduced across Forth Valley. This platform is hosted by NHS Forth Valley, which other partner agencies access. eIRD is a one stop shop for the IRD. It is a shared database, easily accessible by all agencies, and allows up to date information to be immediately shared.

It removes the old processes where word documents in various versions were shared by email, with no version control and multiple different documents in circulation.

The eIRD is a huge step forward for child and adult protection, providing all agencies with the opportunity to share information in a timeous manner, facilitating discussions to take place quickly. Updates can be appended quickly and allow for quick time responses to incidents of child and adult protection.

'That Guy' Campaign

The 'That Guy' campaign was initially launched by Police Scotland in October 2021 and has become the most successful marketing campaign ever run by a police service in the UK, with ten national and international awards and over 6 million views globally to date. Last year's campaign asked men to reflect on their own behaviours and attitudes, and those of their friends, family and colleagues, towards women, drawing on the direct link between sexual banter, sexual harassment and sexual violence.

This campaign is critical in the developing of Police Scotland's Violence Against Women and Girls Strategy. This urges men to be part of the solution, to take responsibility for their actions and language, and intervene by having a quiet word with friends to help effect a culture change and stop sexual offending before it starts.

The new campaign video and supporting content is available to read and share at www.that-guy.co.uk and was published on YouTube and social media. The campaign was promoted on our internal intranet to support discussions in the workplace.

STRIVE Case Study

In September, a female who was fleeing domestic violence was housed temporarily by Clackmannanshire Council, who in turn made a referral to STRIVE. It was established that the female had previously been known to adult services in her former council area but that they had closed her file due to lack of engagement, meaning that she had no support whatsoever.

The STRIVE team arranged a multi-agency visit, at which time a list of concerns were collated, presented to adult services, and referred to their team. STRIVE provided both housing and financial assistance and the female was supported by adult services in terms of her vulnerabilities, and by police in respect of the criminal complaints that she reported. She has since moved out with our council area but was supported quickly

whilst she was in Clackmannanshire, increasing her resilience, wellbeing and health, and helping to improve her outcomes.

PROMOTING CONFIDENCE THROUGH OUR ACTIONS

We will deliver our service by engaging communities and developing and supporting our staff to ensure sustainability for the future

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Menstrie Community Event

In August 2022, the village of Menstrie held their fun day celebrating 275 years of the village. This was a very popular community event with most of the residents in attendance, local businesses, the CPT and partner agencies.

PC Jamie Reid attended and found himself getting involved by volunteering to be hit in the face with several wet sponges. The police presence was welcomed by the committee and public and helped to break down barriers between police and the community.

Cost of Living Crisis

Given that police are likely to come into contact with vulnerable community members who may be under various types of stress due to the cost of living crisis, we collated contact information of Forth Valley services, who can provide support. This included local branches of CAB and Local Authority offices, as well as national organisations such as Home Energy Scotland, the Scottish Government COL site, and Aberlour Children's Charity. This provided advice and details of grants available for energy, debt, work, consumer, housing, law, immigration, transport and food. This information was turned into posters to be displayed in police reception areas, and a pocket version has been produced for front line officers to carry, who in turn will be able to signpost people to the relevant service.

Sextortion

Reports of sextortion (sexual extortion) incidents in Forth Valley have risen over the past couple of years. They are likely due to the increase of the usage of online platforms that young adults use to socialise and meet new people. The majority of victims tend to be young male adults and students. In response to this, we accumulated various information aids, including a Police Scotland self-help guide, a printable poster with advice and the 'so you got naked online' document produced by 'South West Grid for Learning'. These materials were distributed to Forth Valley College to disseminate to students who may be at greater risk of becoming victims.

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Implementation of Core Operational Solutions

In the summer of 2022, officers from Clackmannanshire received training in advance of the introduction of a new national Core Operational Solutions (COS) platform, implemented in November 2022. COS modernises the recording and management of core operational information, supporting activity and streamlining crime recording and reporting across Scotland.

COS was developed in partnership with operational users, to ensure it supported officers in undertaking their core functions, such as accessing police databases, managing vulnerability and investigating missing person enquiries. This new application is available to officers via their mobile devices, which allows them to access police systems when out on patrol, instead of having to return to the police station, so that they can be more visible and available in local communities.

A key benefit of COS is a reduction in the need for officers to re-key information into existing police systems that were not already integrated. The platform provides improved access to information held by other police divisions within Scotland, created a nationally accessible system for all officers wherever they are based, and enabled the decommissioning of outdated legacy systems.

ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

We will focus on tackling cybercrime, serious and organised crime and counter terrorism, as well as planning for emergencies

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Disrupting the Sale and Supply of Controlled Drugs

In June, information came to the attention of the CPT, that a male was involved in selling and supplying cocaine from his home address in Alloa. As a result, police were granted a MDA search warrant by the Sheriff for his address.

CPT executed the drug search warrant at the address, forced entry, and a male and female were found within. After a thorough search, several benzodiazepine controlled drugs were found within the address, along with items indicating that a large quantity of cocaine had been present and recently destroyed.

A large amount of cash was found and seized by police under the Proceeds of Crime Act 2002. The male was arrested, charged and reported to the Procurator Fiscal for seven charges under the Misuse of Drugs Act 1971.

Drug Recovery

In July, night shift response officers carried out mobile patrols in Alloa Town Centre and observed a vehicle travelling on the road without any lights. Officers were suspicious of the driver's actions and stopped the vehicle. On speaking with the driver, there were reasonable grounds to suspect he may be in possession of controlled drugs. The driver was detained for a drug search under the MDA and was found in possession of wraps of cocaine, a tick list, snap bags, a mobile phone, a slingshot and ball bearings.

He failed to comply with the drink/drug driving procedures and was arrested for this offence, being concerned in the supply of controlled drugs, and having an offensive weapon. He was held in police custody to appear at court, and given an interim driving disqualification.

Disruption of Serious Organised Crime

In August, a male was arrested and found in possession of over 30g of cocaine and other controlled drugs. A MDA search warrant was craved and granted by the Sheriff to search the male's home address. Officers recovered various benzodiazepines, cocaine and heroin, to the value of around £17k. In addition, a quantity of cash was seized along with scales and other drugs paraphernalia. Another male was arrested at this address for being concerned in the supply of controlled drugs and both males later appeared at court.

Scottish Business Resilience Centre (SBRC)

In August, the CPT, staff and officers from the SBRC conducted joint visits to thirty six shops and businesses in Clackmannanshire to educate and support them to protect themselves from criminality. This included national stores, independent smaller shops, charity shops and local community associations.

Community safety handbooks were also distributed and this engagement raised awareness of what assistance SBRC could provide in the area. Alloa First was also visited, to discuss planning for future collaborative preventative community safety events, and local businesses commented very positively on the work conducted by the police and SBRC in generating and maintaining working relationships in the community.

Operation Unicorn

The passing of Queen Elizabeth II presented challenges for Police Scotland, with events across the country requiring a significant number of police officers to be deployed around Scotland to perform security and ceremonial functions, as the funeral procession travelled from Balmoral to Edinburgh. Response officer numbers in Clackmannanshire were maintained, however the policing of the events was a major logistical exercise, which demonstrated the commitment and flexibility of our officers and staff. Many voluntarily cancelled their rest days to work at the events and ensure that police resources were sufficient to police our communities, and that all memorial events took place safely and with dignity.

ROAD SAFETY AND ROAD CRIME

We will aim to reduce casualties and crime on our roads through collaboration with our partners

Proactive Roads Safety Checks – Disqualified/Drunk Drivers

In April, local officers were conducting proactive road safety checks in Sauchie. The remit was to proactively target criminals using the road network to keep the roads safe from non-roadworthy and irresponsible drivers. On this date, the officers observed a vehicle known to them as being linked to a disqualified driver. The vehicle was stopped and the driver was confirmed to be disqualified, was arrested and his vehicle seized by police, rendering the roads safer for the local community.

In the same month, police received calls about a male driving a vehicle whilst intoxicated. Officers were deployed to the place last seen and were unable to trace him, however they did engage with residents living nearby. A few days' later police received a call about the male driving his vehicle, believed to be drunk. Officers were immediately dispatched and traced the male driving, before carrying out drink driving procedures. The male was over the limit, was arrested and his vehicle was seized. He was later disqualified from driving.

This police action led to a dangerous driver being removed from our roads and given a further disqualification, helping to keep the public and pedestrians safe on the roads.

School Based Officers and Junior Road Safety Scheme

The CPT are collaborating with local primary schools and Clackmannanshire Council to set up Junior Road Safety Officer (JRSO) schemes. The JRSO for Tullibody is operational and led by CPT officer PC Leigh Allen. This has raised awareness around school parking, encouraging and identifying designated areas for park and stride or walking buses from various locations to the primary school. This eases traffic congestion and dangerous parking. In addition, pupils have been identified as junior wardens to patrol around the schools, with teacher supervision, to provide education and awareness on parking and road safety.

The police School Based Officers also cover one hour of speed patrol each day between the start and end of school, working together with the pupils who are completing their HNC in Police Studies, or PSYV staff, to provide additional tuition.

Road Safety Calming Measures

Significant joint work took place between CPT and Clackmannanshire Council to install calming traffic measures through the B9140 as it passes through Coalsnaughton, due to local complaints of speeding vehicles. May 2022 saw the completion of substantial traffic calming measures throughout the village. The steps include the installation of two specific pedestrian crossings, along with eight physical barriers to reduce the speed of vehicles. This has provided reassurance to the residents and resulted in a notable reduction in speeding vehicles through the village.

Operation Close Pass

Operation Close Pass is an initiative carried out by the CPT, assisted by our Roads Policing Unit. The purpose of the operation is to promote the safe use of shared road space for vehicles and cyclists. Operation Close Pass involves officers cycling and identifying drivers who fail to give suitable clearance whilst passing. Road policing officers are notified, stop the driver, and educate them on passing cyclists at a safe distance.

Operation Close Pass ran in the spring of 2022. During three hours of dedicated cycle patrols, most drivers were observed to provide sufficient distance when passing the cyclists. One driver was warned about not providing enough space and was educated in this regard.

The operation ran again in August 2022. This was a success, with several drivers passing the cyclists when safe to do so, and again only one driver had to be educated regarding their distance.

Parking Issues

During the period of this report, sixty eight parking tickets / warnings were issued in Clackmannanshire for inappropriate parking around the local schools.

In June, the CPT held a day of action for parking in Alloa town centre. Twenty six parking tickets were issued, eight for parking in loading bays and eighteen for parking on double yellow lines. Another twelve drivers were warned. In August, another day of action was conducted, with eight drivers issued with parking tickets and nine drivers warned. Parking issues in the areas of greatest community concern continue to be monitored on a daily basis and the appropriate legislation enforced.

Speeding Checks - Clackmannan

Following local complaints of speeding on Alloa Road, Clackmannan, the Roads Policing Unit and CPT conducted regular proactive patrols in the area and carried out hand held speed checks. One evening in June, a static position was maintained to monitor the speed of vehicles on this road, and nine drivers were found to be travelling more than the 30mph speed limit. This proactive activity around speeding continues throughout the year across the local authority area, with road safety being both a local and national priority for the Force.

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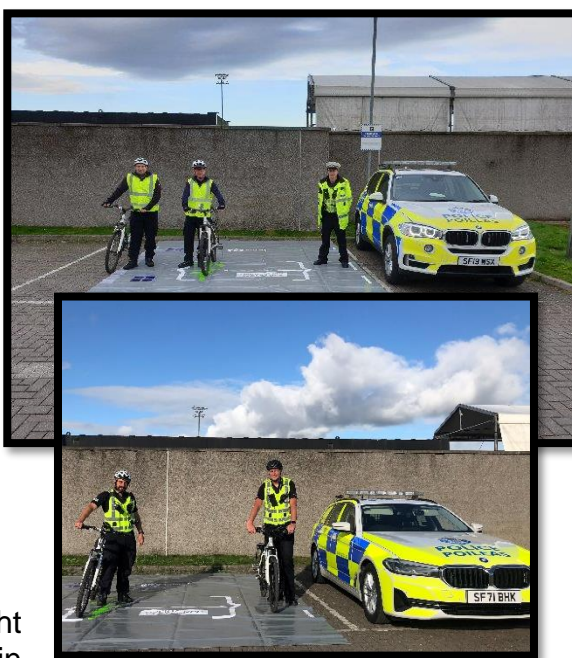
Operation Scrutinise

Over the reporting period, officers conducted static vehicle checks at the key priority locations around Clackmannanshire. The purpose of this operation is to ensure vehicles are roadworthy, have the required documentation, and the driver is fit to drive. A total of 661 vehicles were stopped and checked. The majority were in order, with a small number of offences identified and appropriate action taken.

In August, the RPU, the Driver and Vehicle Standards Agency, and CPT ran Operation Scrutinise in Alloa as a day of action. Forty drivers were stopped and their vehicles checked for mechanical defects and to ensure the drivers held the required documentation.   Several Vehicle Defect Rectification Scheme (VDRS) tickets and Fixed Penalty Notices were issued, and one vehicle was seized for being driven without insurance.

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LOCAL AUTHORITY SCRUTINY BOARD - CLACKMANNANSHIRE
April 2022- September 2022

	Violence, Disorder & Antisocial Behaviour					
		Apr 2021 - Sept 2021	Apr 2022 - Sept 2022	Victims	% Change	3 year average
1	Total No Group1: Crimes of Violence	68	55	13 less	-19.1%	65.3
2	Murder	-	-	-	-	-
3	Attempted Murder	2	1	1 less	- 50%	2.3
4	Culpable Homicide (common law)	-	-	-	-	-
5	Culpable Homicide (other)	-	-	-	-	0.3
6	Serious Assault detection rate	83.3%	73.7%		-9.6%	69.8%
7	Serious Assault	24	19	5 less	-20.8%	28.7
8	Robbery detection rate	85.7%	53.3%		-32.4%	82.1%
9	Robbery	7	15	8 more	+114.3%	9.3
10	Common assault detection rate	70.9%	74.6%		+3.7%	71.4%
11	Common assault	306	280	26 less	-8.5%	295.7
12	Number of complaints regarding disorder	1386	1245	141 less	-10.2%	x

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LOCAL AUTHORITY SCRUTINY BOARD - CLACKMANNANSHIRE
April 2022- September 2022

	Violence, Disorder & Antisocial Behaviour (continued)					
		Apr 2021 - Sept 2021	Apr 2022 - Sept 2022	Victims	% Change	3 year average
13	Number of Domestic Abuse Incidents Reported to the Police	391	353		-9.7%	392.7
14	Total Crimes and offences in domestic abuse incidents	158	142		-10.1%	171.7
15	Percentage of Domestic Incidents that result in a crime being recorded	40.4%	40.2%		-0.2%	43.7
16	Total crimes and offences in domestic abuse incidents detection rate	80.8%	66.5%		-17.6%	78.2%
17	Total Detections for Domestic Bail Offences	23	13		-43.5	23.3
18	Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs)*	95.0%	95.2%		+0.3%	x
* No data available for 2019						
19	Hate Crime and offences detection rate	78.7%	60.6%		-18.1%	84.5%
	Violence, Disorder & Antisocial Behaviour - Stop and Searches					
		Apr 2021 - Sept 2021	Apr 2022 - Sept 2022 (Positive)	Victims	% Change	3 year average
20	Number of stop and searches conducted (total)	124	31			
On the 11th May 2017 Police Scotland adopted a new code of practice on the use of stop and search. At this time the use of non-statutory (Consensual) search ceased. Further information on Police Scotland's use of stop and search and on the code of practice is available on the Police Scotland Website.						

LOCAL AUTHORITY SCRUTINY BOARD - CLACKMANNANSHIRE
April 2022- September 2022

	Additional Identified Local Priorities					
		Apr 2021 - Sept 2021	Apr 2022 - Sept 2022	Victims	% Change	3 year average
21	Number of detections for drugs supply, drugs productions, drugs cultivation	21	36		+41.7	34.3%
22	Theft by housebreaking (including attempts) detection rate	29.4%	4.3%		-25.1%	42.9%
23	Theft by housebreaking (including attempts)	34	23	11 less	-32.4%	44.3
24	Theft by shoplifting detection rate	81.0%	64.9%		-16.0%	77.1%
25	Theft by shoplifting	84	134	50 more	+59.5%	96.0
26	Vandalism & Malicious Mischief detection rate	43.4%	33.5%		-9.9%	36.4%
27	Vandalism & Malicious Mischief	219	194	25 less	-11.4%	254.3
28	Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	7	3		-57.1%	6.7
	Public Protection					
		Apr 2021 - Sept 2021	Apr 2021 - Sept 2022	Victims	% Change	3 year average
29	Number of Sexual Crimes	99	71	28 less	-28.3%	81.7
30	Sexual Crimes detection rate	54.5%	49.3%		-5.2%	53.1%
31	Rape detection rate	36.4%	43.8%		+7.4%	60.0%

LOCAL AUTHORITY SCRUTINY BOARD - CLACKMANNANSHIRE
April 2022 – September 2022

Road Traffic Casualty Statistics					
	Apr 2021 - Sept 2021	Apr 2022 - Sept 2022	Victims	% Change	3 year average
People Killed	0	1	1 more	0.0%	x
People Seriously injured	7	5	2 less	-28.6%	x
People Slightly Injured	5	1	4 less	-80.0%	x
Children (aged<16) Killed	0	0	-	0.0%	x
Children (aged<16) Seriously Injured	1	1	-	0.0%	x

Road Safety & Road Crime - Detected						
		Apr 2021 - Sept 2021	Apr 2022 - Sept 2022	Victims	% Change	3 year average
32	Dangerous driving	20	12		-40.0%	17.3
33	Speeding	33	26		-21.2%	44.7
34	Disqualified driving	11	5		-54.5%	11.3
35	Driving Licence	38	32		-15.8%	33.0
36	Insurance	84	81		-3.6%	73.3
37	Seat Belts	3	8		+166.7%	4.7
38	Mobile Phone	1	2		+100.0%	2.0

LOCAL AUTHORITY SCRUTINY BOARD - CLACKMANNANSHIRE
April 2022- September 2022

Public Confidence					
		Apr 2022 - September 2022			
		Number of Complaints about the Police		Number of Complaints per 10,000 Police Incidents	
39	Complaints received about the Police	25		38.2	
		On Duty Allegations	Off Duty Allegations	Quality of Service Allegations	Total Number of Allegations
40	Total Allegations Recorded	28	0	11	39

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

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 20th April 2023

Subject: Fire Performance Report – Quarter 1 & 2, 2022/23

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

1.0 Purpose

1.1 The purpose of this report is to provide committee with:

1.2 An overview of the half year performance of the Scottish Fire and Rescue Service (SFRS) in Clackmannanshire covering the period 1st April 2022 to 30th September 2022. The report (Appendix One) is based on performance against objectives and targets set out in the Local Fire and Rescue Plan for Clackmannanshire. Performance indicators are detailed in the summary report.

2.0 Recommendations

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

3.0 Considerations

3.1. A number of significant trends are worth highlighting.

3.2. There has been no fire related fatalities and 2 fire casualties in the reporting period.

3.3. A Serious Fire Task Group has been set up within the SFRS. This group will produce a quarterly report providing information on fire fatalities which will assist in local Community Safety Engagement activity.

3.4. The SFRS deliver Seasonal Thematic Action Plans from 1st April 2022 to 30th March 2023. Targets include reducing accidental dwelling fires, reducing fire fatalities and casualties, reducing deliberate fire setting, reducing the number of outdoor fires, and reducing fire related anti-social behaviour.

3.5. There were Eleven Accidental Dwelling Fires (ADF), a decrease of thirteen when compared with the same period the previous year. The cause of these fires has predominantly been cooking related activities which in Scotland is

the number one cause of fires in the home. This will continue to be a focus of our on-going prevention work.

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

During the reporting period, local operational crews and the Community Action Team carried out Two-hundred and Twelve HFSV`s. Post fire advice was also offered on Forty-two occasions after an ADF.

3.7. A Youth Volunteer scheme continues to be a success at Alloa station and will become a pivotal part of youth engagement within the Clackmannanshire area.

3.8. There were eight deliberate primary fires, a decrease of three compared with the same period last year. There were seventy-eight deliberate secondary fires, which is an increase of twenty-eight compared with the same period last year.

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lee Turnock	Group Commander for Stirling-Clackmannanshire-Fife LSO Area	███████████
Mark Bryce	Area Commander & LSO for Stirling-Clackmannanshire-Fife LSO Area	

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SFRS PERFORMANCE REPORT

April 2022- September 2022

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

Working together for a safer Scotland

ABOUT THE STATISTICS IN THIS REPORT

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

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

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

Contents

DEFINITIONS

Accidental Dwelling Fire

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

Fire Fatality

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

Fire Casualty

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

Deliberate Fire

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

Non-Domestic Fires

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

False Alarms

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

Unwanted Fire Alarm Signal

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

Primary Fires:

- Buildings (including mobile homes) fit for occupation (i.e. not wholly derelict) and those under construction.

- Caravans, trailers etc.

- Vehicles and other methods of transport (not derelict unless associated with business e.g. scrap metal).

- Outdoor storage (including materials for recycling), plant and machinery.

- Agricultural and forestry premises and property.

- Other outdoor structures including post-boxes, tunnels, bridges, etc.

Secondary Fires

- Single derelict buildings.

- Grassland etc., including heath, hedges, railway embankments and single trees.

- Intentional straw or stubble burning.

- Outdoor structures, including: lamp-posts, traffic signs and other road furniture, private outdoor furniture, playground furniture, scaffolding, signs and hoarding etc.

- Refuse and refuse containers.

- Derelict vehicles (a vehicle without a registered keeper).

INTRODUCTION

This is the annual report covering the SFRS's performance and activities in support of the seven priorities in the Local Fire and Rescue Plan for Clackmannanshire 2019 / 2021, namely:

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

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

ANNUAL PERFORMANCE SUMMARY

The table below provides a summary of the 6-month activity from 1st April 2022 to 30th September 2022 compared to the 6-month activity from 1st April 2021 to 30th September 2021.

HI 1 Accident Dwelling Fires	HI 2 ADF Fatal Casualties	2 HI 3 ADF Non-Fatal Casualties
Apr 21 / Sept 21 - 24 Apr 22 / Sept 22 - 11	Apr 21 / Sept 21 - 0 Apr 22 / Sept 22 - 0	Apr 21 / Sept 21 - 4 Apr 22 / Sept 22 - 0
HI 4 Deliberate Primary Fires	HI 5 Deliberate Secondary Fires	HI 6 Non-domestic Building Fires
Apr 21 / Sept 21 - 11 Apr 22 / Sept 22 - 8	Apr 21 / Sept 21 - 50 Apr 22 / Sept 22 - 78	Apr 21 / Sept 21 - 16 Apr 22 / Sept 22 – 8
HI 7 Fatal Casualties in Non-Domestic Building Fires	HI 8 Non-Fatal Casualties in Non-Domestic Building Fires	HI 9 Unwanted Fire Alarm Signals
Apr 21 / Sept 21 - 0 Apr 22 / Sept 22 - 0	Apr 21 / Sept 21 - 4 Apr 22 / Sept 22 - 2	Apr 21 / Sept 21 - 86 Apr 22 / Sept 22 – 102
HI 10 Road Traffic Collision (RTC) Incidents	HI 11 Fatal RTC Casualties	HI 12 Non-Fatal RTC Casualties
Apr 21 / Sept 21 - 8 Apr 22 / Sept 22 - 7	Apr 21 / Sept 21 - 0 Apr 22 / Sept 22 - 0	Apr 21 / Sept 21 - 2 Apr 22 / Sept 22 - 4

	Below Previous Year Data		Above Previous Year Data
	No Data Change to previous year		

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Priority 1: Local Risk Management and Operational Preparedness

Description

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

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

Activity

During 1 April 2022 – 30 September 2022 we delivered our training commitment to operational firefighters, whereby we train and tested their preparedness to deal with:

Breathing Apparatus, Fire Behaviour and Tactical Ventilation
Crews from both on call and whole-time stations attend our training complex at Newbridge on a rotational basis for training and assessment, this ensures all crews retain their competence at the national agreed standard.

Road Traffic Collison and Trauma training
Trainers from the local training department attend all station to assist with the assessment and mentoring of crews around the Trauma care and the implementation of RTC procedures and techniques.

Pumps, Ladders and core training
All crews have a requirement to ensure training is carried out on all core skills. This is embedded within station staff's weekly routine. This is evaluated on a monthly basis by the management team.

Rope and Water Rescue
Stations with a specialised skill set train on a regular basis. Minimum requirements are embedded to ensure competency and this is monitored by station commanders and the management team on a monthly basis.

Priority 2: Unintentional Harm and Injury

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

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

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

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

- Under 5s
- Over 65s
- areas of increased deprivation
- strategic data gathering, analysis and sharing
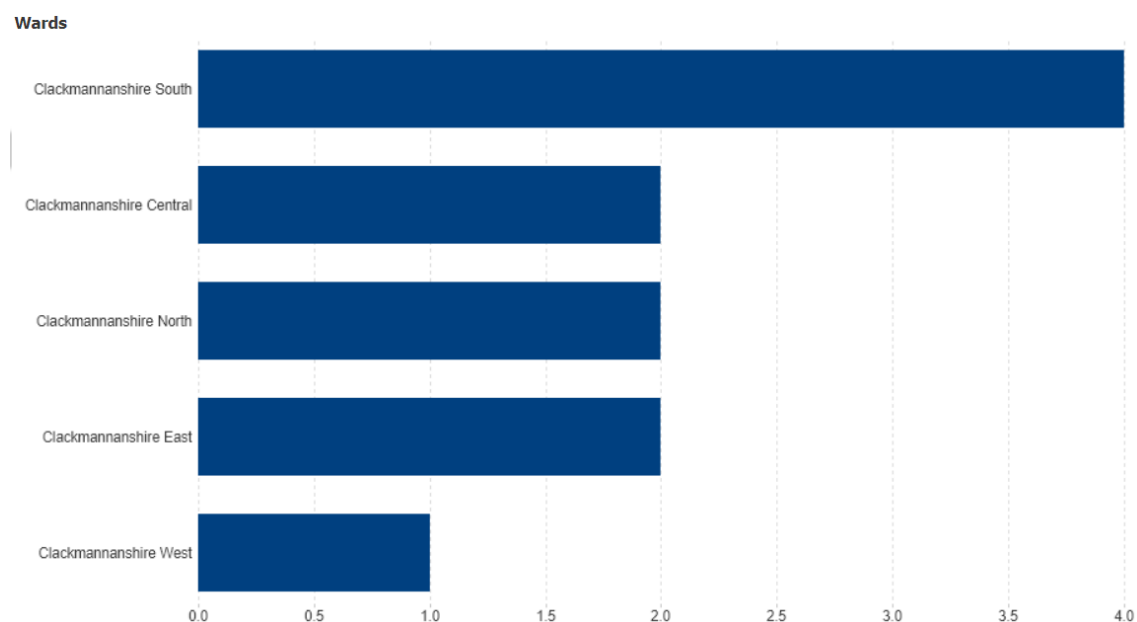- bridging the gap between strategy and delivery

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

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

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

Priority 3: Domestic Fire Safety

HI 1 – Accidental Dwelling Fires (ADF)

Wards

Clackmannanshire South	
Clackmannanshire Central	
Clackmannanshire North	
Clackmannanshire East	
Clackmannanshire West	

(Bar chart showing: Clackmannanshire South = 4.0, Clackmannanshire Central = 2.0, Clackmannanshire North = 2.0, Clackmannanshire East = 2.0, Clackmannanshire West = 1.0. X-axis scale 0.0 to 4.0. Value "47" labelled on South bar.)

HI 2 – ADF Fatal Casualties

HI 3 – ADF Non-Fatal Casualties

Indicator Description

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

HI 1 – Accidental Dwelling Fires (ADF)
As a headline target, the aim is to reduce the rate of ADF's, in a growing Clackmannanshire population, by keeping these fires **below 62,** each year.

HI 2 – ADF Fatal Casualties
This indicator counts those people for whom fire has been clearly identified as the cause of death, even if they die some-time after the actual fire. Those who die at, or after, the fire but where fire is **not** identified as the cause of death are not included in these figures. As a headline target, the aim is to have **zero** ADF Fire Fatalities

HI 3 – ADF Non-Fatal Casualties
This headline target counts all types of non-fatal fire injury in the home, including precautionary checks. As a headline target, the aim is to reduce the risk of injury from fire in the home, in an increasing Clackmannanshire population by keeping fire injuries **below 13** each year.


Performance Management

- There were **Eleven** ADF's reported during 1 April 2022 – 30 September 2022
- 2 incidents were aligned to residents over the age of 65 with 7 registered as between 18 and 64.
- The kitchen and living room were the two most recorded locations for fire.
- Smoking related, cooking appliances and electricity supply were identified as the main sources of ignition.
- Three incidents were linked to cooking, and one registered for each of the following; careless handling/disposal, faulty leads to equipment, negligent use of equipment, faulty fuel supply, combustible article too close to heat source, fault in equipment.
- There were no ADF Fatal Casualty during the reporting period.
- There were no ADF Non-Fatal Casualties during the same reporting period.
- Five of these events resulted in no Firefighting action being undertaken.
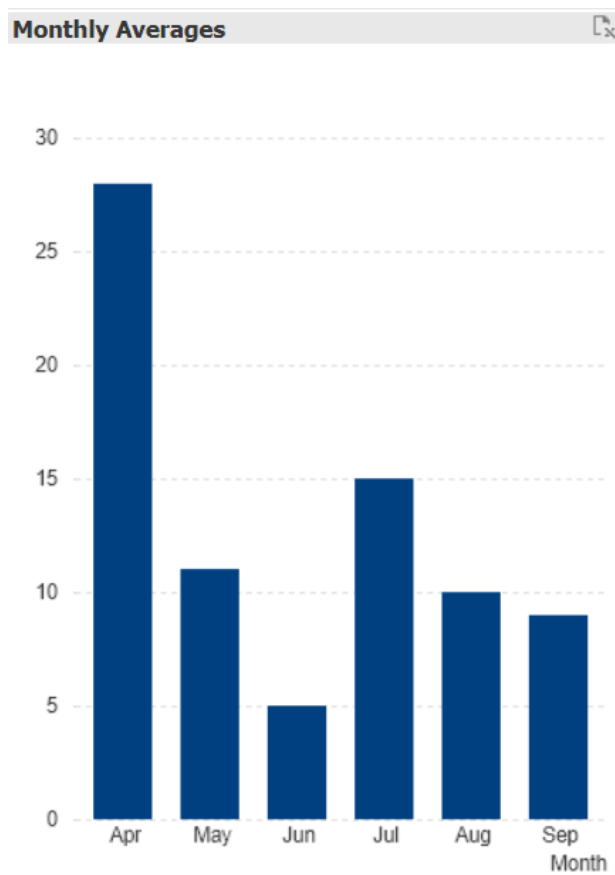
Priority 4: Deliberate Fire Setting

HI 4 – Deliberate Primary Fires

Chart: HI4 Deliberate Primary Fires
- 2022-23: 8
- 2021-22: 11
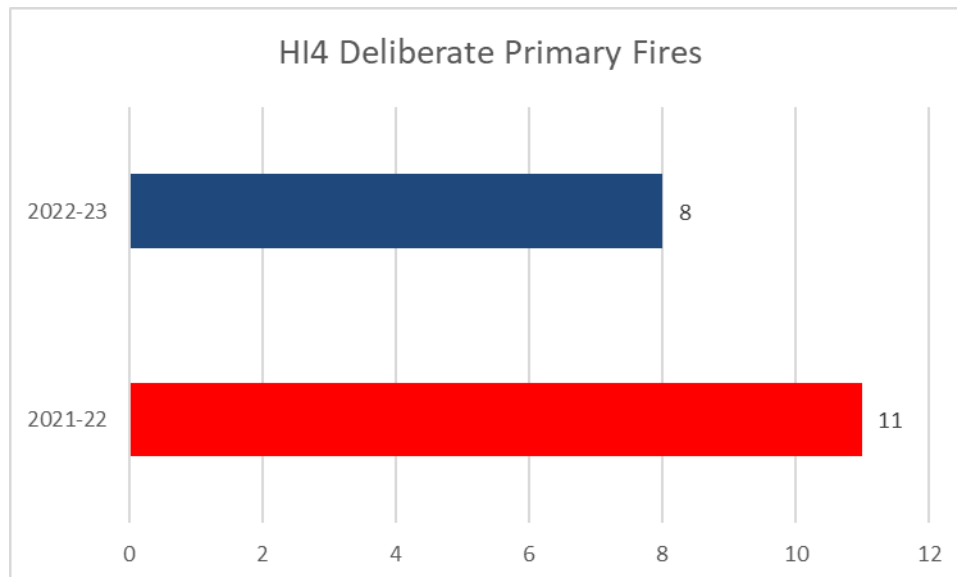
Wards
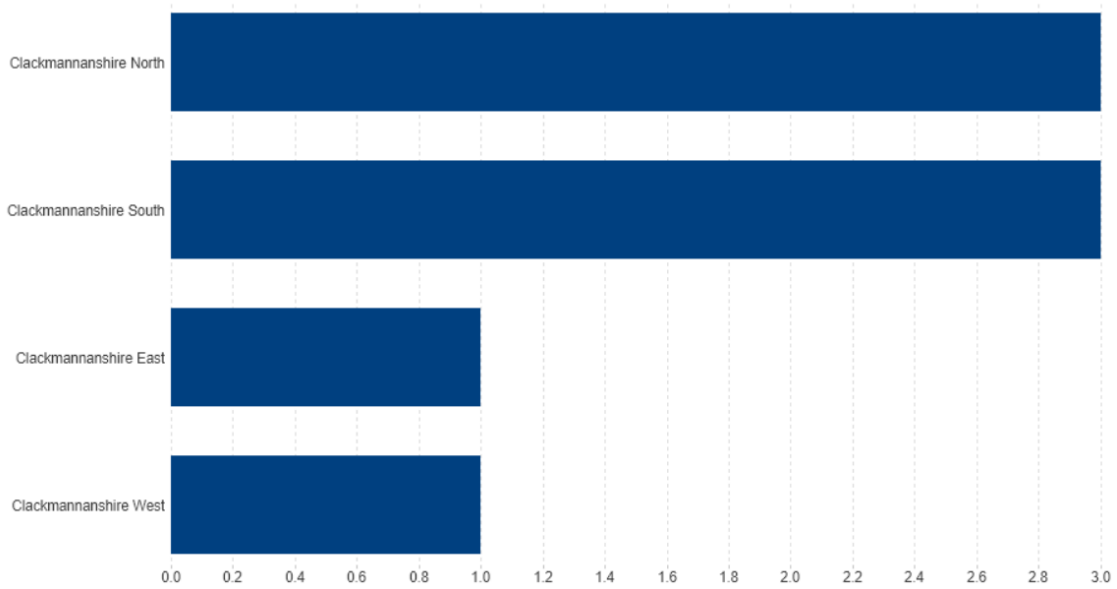
HI 5 – Deliberate Secondary Fires

Indicator Description

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

HI 4 – Deliberate Primary Fires

These deliberate fires cover the following types:
- Fires in the home
- Firs in non- domestic buildings
- Fires in motor vehicles

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

HI 5 – Deliberate Secondary Fires

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

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


Performance Management

- There were **Eight** Deliberate Primary Fires reported from 1 April 2022 – 30 September 2022

- Four of these incidents involved vegetation on or near to tracks or paths.

- One incident involved a small fire located within a barn extinguished by Hose reel jet.

- One fire located in disused Leisure Bowl complex. Complex fire involving 9 fire appliances.

- There were **Seventy-Eight** Deliberate Secondary Fires reported from 1 April 2022 – 30 September 2022.

- Deliberate secondary fires cover a wide range of fixed and mobile property types. Grassland, Woodland and Crops property type contributed to Forty-three incidents. The dry weather during this period was a contributing factor in the number of grassland fire which SFRS dealt with.

Priority 5: Built Environment

HI 6 – Non-Domestic Building Fires
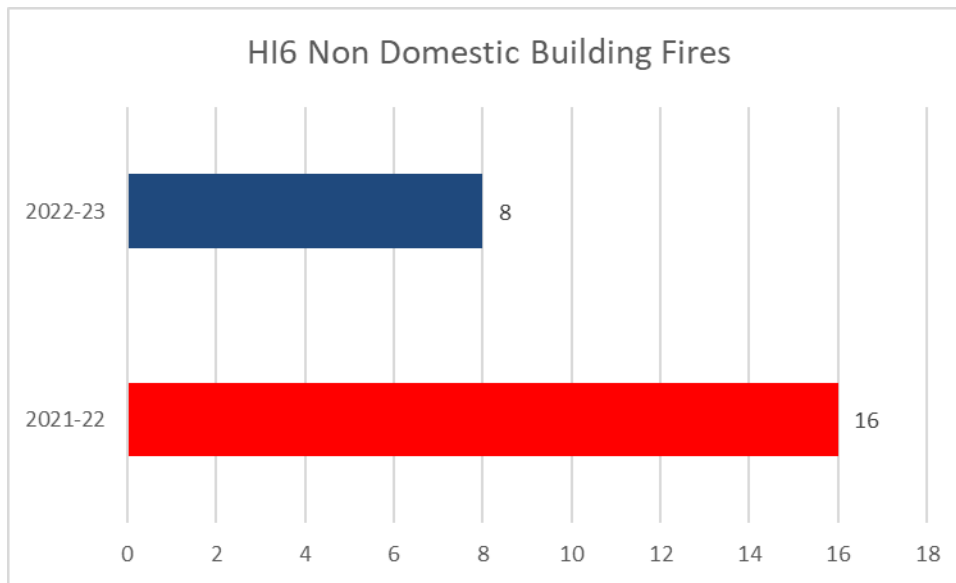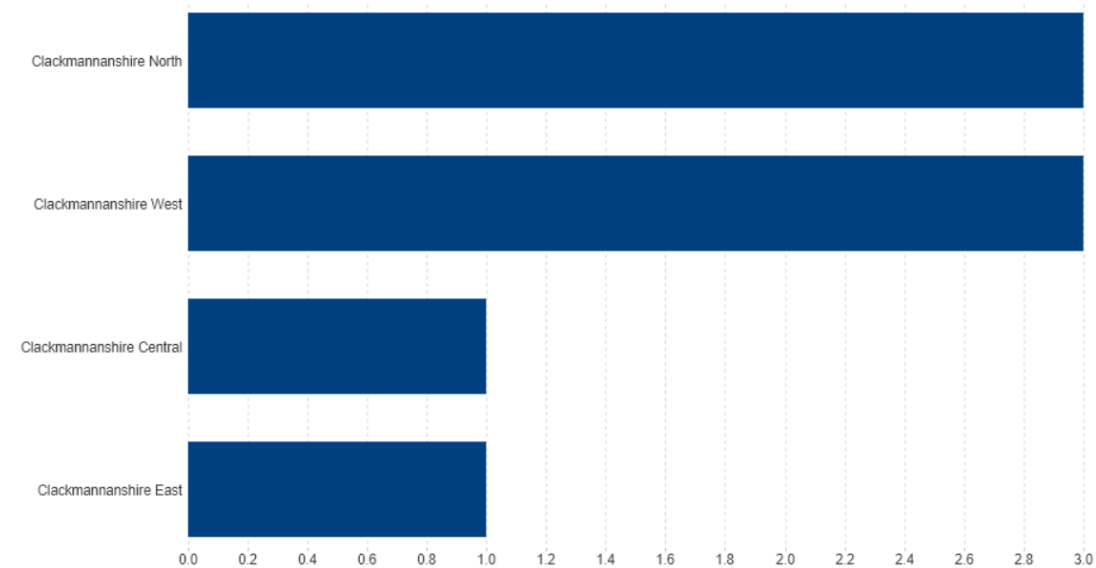
HI 6 – Non-Domestic Building Fires

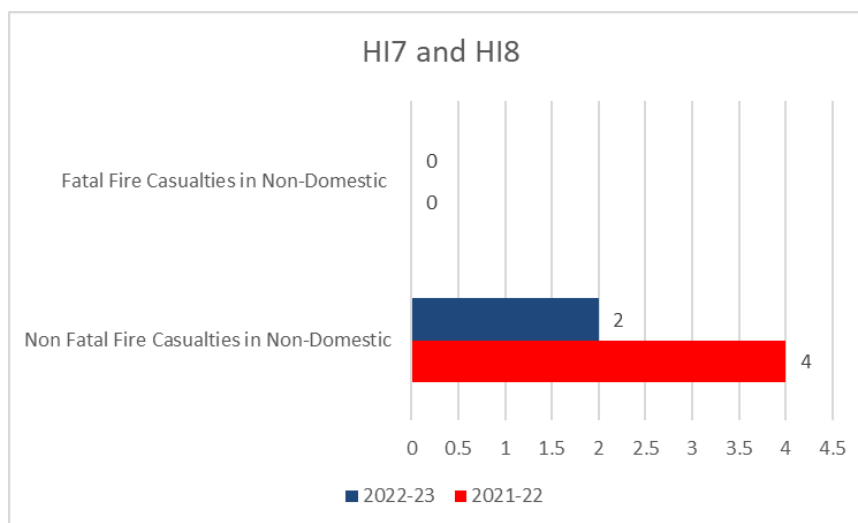Clackmannanshire Performance Report 1 April – 30 September 2022

HI 7 – Fatal Fire Casualties in Non-Domestic Buildings

HI 8 – Non-Fatal Fire Casualties in Non-Domestic Buildings

Indicator Description

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

HI 6 Non-domestic Building Fires Applicable to the Act

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

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

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

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

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

Performance Management

- There was **Eight** Non-Domestic Building Fires during 1 April 2022 to September 2022

- There were zero Non-Domestic Fatal Casualties during the same reporting period

- There were **Two** Non-Domestic Non-Fatal Casualty during the same reporting period.

- Both Casualties were Male, one was 0-9 years of age, one 30-39. Both received first aid treatment on scene.

- Two incidents resulted in fire damage being recorded for the entire building.

- One incident resulted in a requirement to mobilise six fire appliances, 1 high reach appliance and support vehicles.

Priority 6: Unwanted Fire Alarm Signals

HI 9 – Unwanted Fire Alarm Signals
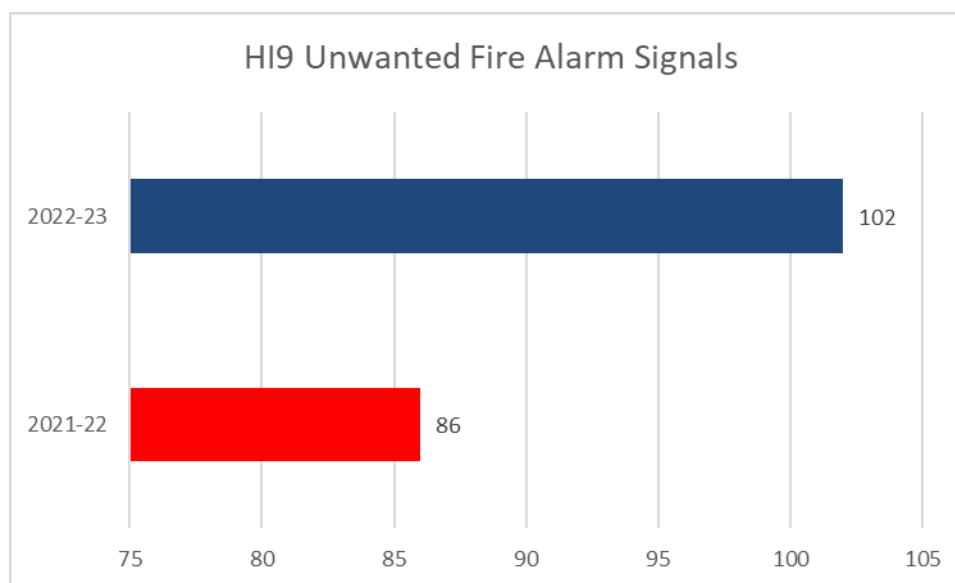
Indicator Description

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

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

HI 9: Unwanted Fire Alarm Signals (UFAS)

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

Performance Management

There were **102** Unwanted Fire Alarm Signals (UFAS) from 1 April 2022 to 30 September 2022

Example of UFAS Premises for this reporting period:

Primary Schools/Infant – 15

Secondary School - 12

Residential Home Nursing/Care - 12

Warehouses / Office Space - 13

Industrial Manufacture / Processing - 10

UFAS incidents create a significant number of unnecessary blue light journeys, placing our firefighters and communities at risk, and tying up resources that may be needed at a real emergency elsewhere.

*SFRS expect these calls to reduce due moving forward due to a combination of continued local reduction strategies and the introduction of the new UFAS policy on July 1st 2023 - "Time for Change". This will see a change to our weight and speed of response to UFAS incidents, based on risk to increase capacity to achieve SFRS core objectives.
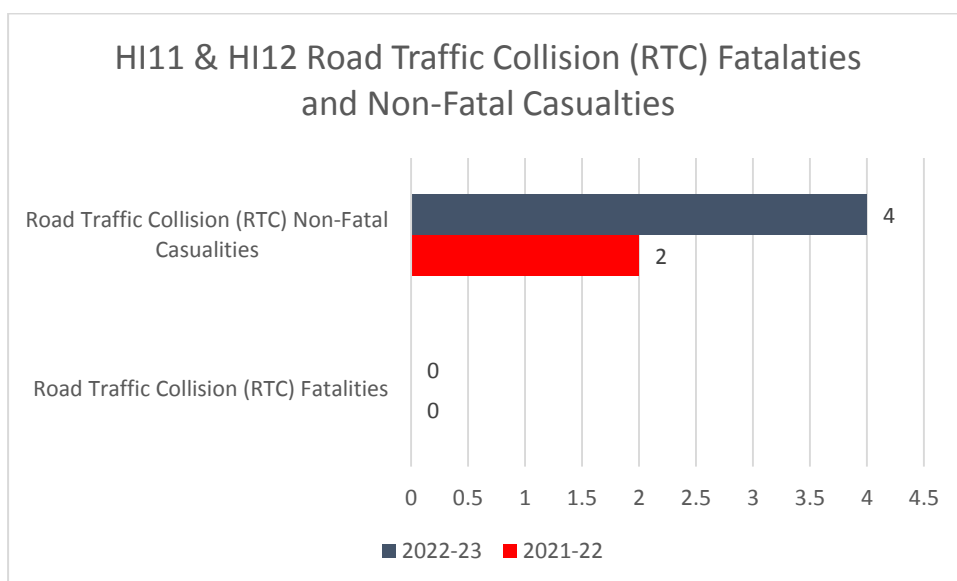
All UFAS incidents are reviewed by the Fire safety enforcement team and they liaise with all duty holders following a number of UFAS calls.

Priority 7: Transport and Environment

HI 10 – Road Traffic Collision (RTC) Incidents
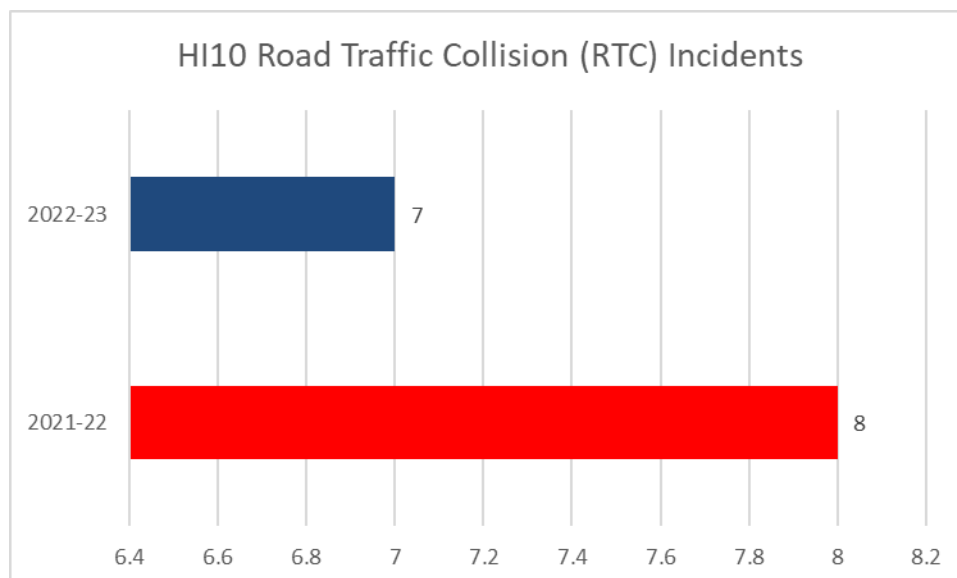
HI 11 – Fatal RTC Casualties & HI 12 – Non-Fatal RTC Casualties

Indicator Description

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

HI 10: RTC Incidents

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

 HI 11: Fatal RTC Casualties

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

H12: Non- Fatal RTC Casualties

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

Performance Management

We attended **Seven** RTC Incidents, to assist in the release/extrication of the occupants of vehicles from 1 April 2022 to 30 September 2022

Six involved a Motor Vehicle and one HGV/Lorry

All but one of the RTCs occurred during daylight hours.

There were no Fatal RTC casualties during this reporting period

There were **Four** Non-Fatal casualties during this reporting period which is double the previous year yet tracking to be below the annual target for this KPI. All casualties were located in or extricated from a motor vehicle.

Appendix 1 – Community Safety Engagement Activities – Clackmannanshire Council Area

Home Fire Safety Visits (HFSV) – 01/04/22 to 30/09/22	
High Risk	103
Medium Risk	80
Low Risk	29
Total Completed	**212**
Adult Protection (AP1) Referrals	9
Adult Protection (AP1) Case Conference	1

Safety Equipment Dispensed – 01/04/22 to 30/09/22	
Fire retardant bedding	2
Fire retardant throws	3
Ashtrays / Bins	0
Letterbox defenders	7

Community Safety Engagement Activities – 01/04/22 to 30/09/212	
Fire Skills	11
Deliberate Fire Reduction School talks	3
Post Domestic Incident Responses	42
Safe and Well Visits	15
Risk Recognition Partner Agency Training Events	44
Fire Setter Interventions	3
Biker Down Initiative	1 (24 students within Stirling, Clacks region)
Corporate Parenting Events	2
Youth Volunteer System	Active in Alloa
Water Safety School Talks	13 (All High Schools S3,4,5,6 pupils engaged with)
Water Risk Community Events	5
Road Safety Event	1
Safe Drive Initiative	4500 S5 and S6 pupils in Forth Valley region engaged with. Only exception was Lornshill Academy which did not engage with event.

Appendix 2 - Acts of Violence

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

Appendix 3 – On-Call Recruitment and Retention

	Target Operating Model	No. Of Personnel	Vacancies	Notes of Interest	Recruitment Pathway
Alloa	15	14	1	4	3
Tillicoultry	15	11	3	3	4

CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

Date of Meeting: 20 April 2023

Subject: Business Plan 2021/23 - Update Report

Report by: Strategic Director: Partnership and Performance

1.0 Purpose

1.1. Partnership & Performance delivers a diverse range of services, including a number of statutory and essential support functions. This report provides the Committee with an update on performance, risks and achievements, relating to the Business Plan 2021-23 agreed in August 2021 (linked as follows https://www.clacks.gov.uk/council/meetings/agenda/1089/). This report updates on progress as at 30 September 2022.

1.2. Appendix 1 provides a fuller update on the progress, however a number of areas are highlighted with the Considerations section of this report.

2.0 Recommendations

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

3.0 Considerations

3.1. This report provides Committee with an update on progress to date with the Partnership & Performance Business Plan 2021-23. It should be noted that data on some Key Performance Indicators is not yet available at this juncture; however a full year end report will be provided later in autumn 2023.The service is currently developing its business plan for the 2023/24 performance period.

3.2. Partnership and Performance continues to be central to the coordination and management of response, transformation and business as usual activity. This work has ranged from emergency planning, business continuity and major incident response; communications; health and safety; governance improvement actions, further developments in digital approaches; and, administration of grants.

3.3. The report outlines a continuing changing risk profile, with cost inflation now entrenched as a significant risk, not just for the Council's resource base but also impacts on our citizens and communities. Labour issues have noticeably deteriorated over the course of the past year; this includes industrial action and supply issues, which continue to impact on recruitment and retention, and

in some instances organisational capability.   As an accredited Living Wage employer, with demonstrate improvement in spend in the local economy, the service continues its endeavours to make a positive impact on the County's Community Wealth and Wellbeing Economy objectives.   The pandemic has left a series of issues in its wake, e.g. cost of living crisis and cost inflation, that have necessarily abstracted the service from some objectives. This period also included the Local Government elections, which were substantially supported by the service.   In particular there are a number of corporate governance initiatives that have been impacted.   Important discovery work associated with ICT and digital roadmaps was also completed over this period.

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

4.0   HR and Workforce Development

4.1.   Ongoing progress continues to be made in relation to digital transformation. This includes:

4.2.   Significant work has continued on development of the Council's health and safety management system, with employee wellbeing remaining a significant feature. This includes further practical wellbeing supports and tools as well as development and roll out of virtual wellbeing sessions.

4.3.   The service has continued to develop and deploy a range of management and leadership development products across all supervisory levels, and our suite of e-courses has continued to be developed and implemented.

4.4.   There has been ongoing positive engagement and consultation with Trade Union Colleagues with joint working on a range of new and revised policies, many of which have come through Council during the course of the year.

5.0   Finance and Revenues

5.1.   As with many other services the work of Finance and Revenues continued to be impacted by COVID19 and our response. Services have adapted successfully to new ways of working with most staff continuing to work from home. One of the key changes was to put in place electronic payments to individuals which had been previously made via face to face issuing of cash.

5.2.   The Revenues team in particular have been impacted with the increase in volume of queries, changes to individuals' circumstances and new claims for Council Tax Reduction and Benefits; however services continue to function successfully despite the challenges, including the Scottish Welfare Team, providing essential crisis support to vulnerable citizens.

5.3.   The Finance and Revenues teams continued to work relentlessly administering the various Scottish Government Business Support Schemes, reviewing applications and making payments to businesses throughout 2020/21 and well into 2021/22.

5.4.   Despite the ongoing response effort, many business critical annual activities continued to be delivered. During the year the Council's annual accounts were prepared and audited receiving a clean audit report from Audit Scotland. The annual budget process for 2022/23 was completed and a balanced budget was approved by Council. This included continued oversight of an ambitious 20-year Capital Programme, supporting Be the Future, that will contribute significantly to an investment-led recovery in Clackmannanshire.

5.5.   In addition, the service continues to facilitate core governance processes, including supporting, advising and providing solutions for services with outturns, business cases and major procurement and commissioning enabling progression with Be the Future priority areas.   Whilst the service has struggled to recruit to the procurement assistant due to labour market shortages, considerable progress was made on local expenditure targets and enabling Living Wage accreditation, contributing to the Council's Community Wealth Building programme.

6.0   Partnership and Transformation

6.1.   A considerable proportion of the service effort has once again focused on civil contingencies response.   The council's capacity in this area was further strengthened with a number of staff achieving accreditation in business continuity management.

6.2.   ICT development and Digital Transformation projects have continued despite ongoing response issues.   This period has seen significant discovery work, providing the foundations for ICT infrastructure and digital transformation roadmaps supporting Be the Future.   ICT has a substantial capital plan, with progress made on the procurement of a new telephony system to be rolled out in the first half of 2023.   In support of attainment challenge and digital learning strategy outcomes, progress has also continued with the procurement and rollout out of digital devices for learners and ICT equipment in schools, supporting the education service to prepare our young people for a digital future.

6.3.   The service has provided considerable support to a number of core council and partnership strategies, including Community Wealth Building and the Wellbeing Economy, and on a new Wellbeing LOIP.   The work of the Clackmannanshire Alliance was also supported with a major programme around the cost of living crises during Challenge Poverty Week 2022.

7.0   Legal & Governance

7.1.   Similar to many services, Legal & Governance has continued to see volatility during a period of high demand for its services, with a number of increasing complex projects developing through Be the Future. The service continues to work towards a redesign to improve overall capacity and resilience.

7.2.   The Licencing. Team continue to support Licencing Board responsibilities, with increased demand as community events reopened after a 3 year hiatus. A major achievement included a significant development in Short Term Lets regulations introduced during the year in line with legislative requirements.

7.3. The Election team successfully delivered the Local Government election and supported, in partnership with our Workforce Development and Learning colleagues, the induction of the new Council and its members.

7.4. The public archive services were fully restored in 2022, with higher demand following a period of extended closure. The Registrar has continued to provide an important public service to citizens in the registration of births, marriages and deaths. The Scotland's People service reopened and the team has continued to provide a high quality Scottish Certificates service.

7.5. Risk and performance management staff overhauled the cross service risk and integrity forum and ensured the Council's public performance reporting system remained maintained to a high standard. This included reporting of a number of statutory reports, including the Local Government Benchmarking Framework and complaints reporting. The team is also instrumental in facilitating submission of the Annual Governance Statement as part of the annual accounts.

Conclusion

7.6. The pandemic response and its aftermath continued to impact on the work of the Portfolio's work during the first 6 months of 2022/23. Although most staff had returned to substantive duties, the displacement of core activity during the pandemic, including governance improvements, combined with employee recruitment and retention issues and the impacts and consequences of inflation, cost of living and high demand for services, has seen continued challenges across the board.

7.7. Despite these challenges, Partnership and Performance can demonstrate a considerable impact in terms of delivering business critical and essential governance functions, whilst also playing a crucial role in enabling delivery of the Council's recovery and transformational priorities, whether Be the Future or the supporting an investment-led recovery through the capital plan.

7.8. Not all of the intended actions within the plan have been delivered to date. Staff have been stretched and tested over an ongoing period, and capacity and skills gaps have impacted at times on plans, partly as a result of global supply chain and national labour market issues and partly due to recurring response activity. However, despite challenges and risks, such as inflation, cyber security and labour supply, the Portfolio demonstrates considerable achievements and responses in the context of enabling delivery of Council priorities. This is testament to the flexibility, expertise and resilience of its many dedicated staff.

8.0   Sustainability Implications

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

9.0   Resource Implications

9.1.   Financial Details

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

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

9.4. Staffing – no direct implications.

10.0 Exempt Reports

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

11.0 Declarations

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

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

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

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

12.0 Equalities Impact

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

13.0 Legality

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

14.0 Appendices

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

Appendix A – 2022/23 Performance Report

15.0 Background Papers

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

Yes ☐ (please list the documents below) No ☑

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	
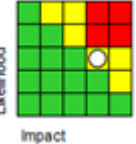
Partnership & Performance   **APPENDIX 1**

Business Plan 2021-23

Q2 2022-23 Progress Report

Key to symbols used in this report

PIs				ACTIONS		RISKS		
Long Trend (Overall trend over longer term)		**Status** (Compares actual performance with target)		**Status**		**Current Rating** Likelihood x Impact (1 - 5)		**Status**
⬆	Performance has improved	🛑	Alert	✅	Completed		🛑	Rating 16 and above
➖	Performance has remained the same	⚠️	Warning	▶	In progress/Not started		⚠️	Rating 10 to 15
⬇	Performance has declined	✅	OK	⚠️	Check progress		✅	Rating 9 and below
❓	No comparison available - May be new indicator or data not yet available	❓	Unknown	🛑	Overdue	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.		
				❌	Cancelled			

Key Organisational Performance Results

Code	INDICATOR	2021/22	2022/23	Q2 2022/23	Q2 2022/23	Lead
		Value	Target	Value	Note	
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (All Council staff)	13.2		3.2	Average FTE Days lost for Q2 22/23 was 3.2 as compared to 3.1 for Q2 in 21/22. The current year to date (as at 31/01/23) is 11.62 as compared to the overall value for 21/22 of 13.2. Whilst absences for the quarter have slightly increased in comparison to previous year overall there appears to be a slight improvement. Longer term absences continue to have the largest impact on performance across the Council. We have in place significant resources to support our staff in terms of wellbeing, this will be enhanced further following approval by Council of the Wellbeing Strategy in December 2022 with associated actions progressed by our Healthy Working Lives Group,	Senior Manager HR & Workforce Development

Partnership & Performance: Customer Results

Code	INDICATOR	2021/22	2022/23	Q2 2022/23	Q2 2022/23	Lead
		Value	Target	Value	Note	
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	55.3%	100%	54.5%	Performance remains considerably below target, and there is some way to go to achieve the levels of performance we aspire to. A small number of staff deal with all enquiries, FOIs, complaints, therefore performance remain variable depending on service pressures. We are reviewing systems and resources via workforce planning to achieve performance consistency at target levels.	Strategic Director - Partnership & Performance
P&P C02 CUS	% formal complaints closed within timescale - Partnership & Performance	25.0%	100%	100.0%	Numbers are low generally; however Q2 reflects a more favourable position than the previous year which was unacceptable.	Strategic Director - Partnership & Performance
P&P C04 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	16.7%	N/a	100.0%	The proportion of complaints that are upheld can fluctuate over time – we dismissed no complaints in the first 6 months – all were upheld in some part. A target is not appropriate for this indicator as it is important to actively encourage and respond positively to feedback.	Strategic Director - Partnership & Performance

Code	INDICATOR	2021/22 Value	2022/23 Target	Q2 2022/23 Value	Q2 2022/23 Note	Lead
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	72.7%	100%	76.1%	Responding to enquiries is a key element of building stakeholder confidence; therefore it remains vital that we continue to strive to ensure we meet this target every time. Modest progress has been made however; we still not near the levels of performance sought. We are looking at capacity, systems and skills building in this area to ensure improved compliance.	Senior Manager - Legal & Governance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	23.8%	100%	100.0%	Whilst performance is on target, volumes are low, and we are conscious that performance consistency remains as much a challenge here as it does with other types of enquiry.	Strategic Director - Partnership & Performance

Partnership & Performance: People Results

Code	INDICATOR	2021/22 Value	2022/23 Target	Q2 2022/23 Value	Q2 2022/23 Note	Lead
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.2		2.2	Average FTE Days lost for Q2 22/23 was 2.2 as compared to 2.4 for Q2 in 21/22. The current year to date (as at 31/01/23) is 6.41 as compared to the overall value for 21/22 of 8.2. There has been a continued improvement in the level of absence. Review of absence is considered at P&P SMT as well as a standing agenda item at P&P Bipartite. Unlike other service areas short term absence is the main reason for absence. These are managed in line with the Council policies.	Strategic Director - Partnership & Performance

Improvement Actions

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 001	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work which included Covid response and recovery and EU Withdrawal risk and mitigation. Implementing workforce development around Integrated Emergency Management and Business Continuity Management will also be taken forward in 2021/22.	31-Mar-2022	100%	✅	The service continues to review all major incident plans and business continuity plans. A number of developments have progressed in the reporting quarter. These include a major COMAH site exercise at Blackgrange, development of National Power Outage plans and planning for a major national exercise on National Power Outage called Mighty Oak which takes place in March 2023. A number of incidents have also been coordinated and managed during the reporting quarter including a significant outbreak of Avian Flu in the County. In addition the team have led on the Councils response to the ongoing UK and Scottish Covid 19 inquiries.	Strategic Director - Partnership & Performance
P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	31-Mar-2022	100%	✅	A 5 phase budget engagement process was agreed in Autumn and progress against that process has been made. In December a public consultation was held to gather feedback and views on the Councils Be the Future priorities and to understand the most important issues for customers. In January 2023 a second public consultation was held on specific budget proposals for 2023/24, with findings reported and included as part of the budget setting process.	Senior Manager Partnership & Transformation
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	31-Mar-2022	80%	✅	A number of corporate and partnership strategies relating to legislative requirements have been completed and published. Work is well underway on refreshing the Wellbeing Economy Local Outcome Improvement Plan which will be completed by the Summer 2023. The Councils Corporate Plan will be developed in conjunction with the LOIP.	Senior Manager Partnership & Transformation
P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	31-Mar-2022	75%	⚠️	A draft corporate communications strategy has been developed, however this will be refined and updated in conjunction with the development of the Councils corporate plan being taken forward in Spring 2023.	Senior Manager Partnership & Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	31-Mar-2022	100%	✅	The Council's progress on Mainstreaming Equalities and Diversity report was agreed at Council in April 2021 and published on the Council's website thereafter.	Senior Manager Partnership & Transformation
P&P 20 007	Develop a new Wellbeing Local Outcomes Improvement Plan with partners as part of the work to achieve a wellbeing economy. Review partnership structures, planning and performance management structures as part of this work.	31-Mar-2022	80%	⚠️	Work with Alliance partners is underway to finalise the wellbeing economy Local Outcome Improvement Plan which will be completed by early Summer 2023. A significant process of community consultation is being taken forward in Spring to inform the final LOIP.	Senior Manager Partnership & Transformation
P&P 20 009	Maintain Healthy Working Lives (Silver Level)	31-Mar-2022	100%	✅	The HWL programme was previously retained however during COVID the national programme was suspended. The HWL award scheme is now no longer in place. Council recently agreed our new Mental Health and Wellbeing Strategy and Action Plan. Our HWL group will lead on the delivery if the action plan.	Senior Manager HR & Workforce Development
P&P 20 010	Undertake Staff Survey	31-Dec-2021	100%	✅	Survey is completed. Results compiled and reported to Committee.	Senior Manager HR & Workforce Development
P&P 20 011	Develop & Implement a Leadership and Management Development programme that support our vision and values	31-Dec-2021	80%	⚠️	Work continues to progress the Council's leadership development offering in line with the TOM, and Family Wellbeing Partnership work, including Facilitation Programme for Senior leads, Hybrid Management programme and a full schedule of SLF (Senior Leadership Forum) events.	Senior Manager HR & Workforce Development
P&P 20 012	Embed new Health & Safety Management System	31-Mar-2022	100%	✅	Ongoing progress and development of the system which will continue for the foreseeable future.	Senior Manager HR & Workforce Development

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	31-Mar-2022	40%	⚠️	This work has been delayed due to a number of factors, including staff turnover and emerging strategic priorities that are now more clearly formed through the transformation programme. The service is in the final stages of developing a workforce plan for the future upon which further redesign will come forward	Strategic Director - Partnership & Performance
P&P 20 014	Develop further the principles of the Fair Work Convention	31-Mar-2022	100%	✅	Progress continues to me made as part of the agreed Community Wealth Building Action Plan including achievement of Real Living Wage accreditation status.	Senior Manager HR & Workforce Development
P&P 20 018	Lead on the approach to enable improved governance through the Annual Governance Statement	31-Mar-2022	100%	✅	Completed on schedule and reported to Audit Committee. Work is well underway for the current year.	Senior Manager - Legal & Governance
P&P 20 019	Lead on the approach to deliver approved Annual Accounts	31-Dec-2021	100%	✅	Completed on schedule and reported to Audit Committee.– clean audit opinion received. Work is well underway for the current year.	Senior Manager Finance & Revenues
P&P 20 021	Make preparations for the May 2022 Local Government Elections	31-Mar-2022	100%	✅	Work is complete on this major project.	Senior Manager - Legal & Governance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	31-Mar-2022	75%	⚠️	This work is delayed however an officer/member working group is developing SO and an advanced draft of the SoD is now available for discussion pending consideration through council governance processes.	Senior Manager - Legal & Governance
P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	31-Mar-2022	100%	✅	Competed and approved by Council for 2022/23 and 2023/24.	Senior Manager Finance & Revenues
P&P 20 027	Refresh the Digital Transformation Strategy in light of the new Scottish Digital Strategy and refine the Digital Roadmap for Clackmannanshire.	31-Mar-2022	100%	✅	Plans refreshed and considered by Council as part of the 2022/23 budget proposals. Further is required through Be the Future programme as it is finalised..	Strategic Director Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 20 028	Refresh the ICT infrastructure Improvement Plan and ICT Asset Management Plan. This work will include a review of ICT policies on a programmed basis.	31-Mar-2022	100%	✅	Discovery work complete and route map developed. Business Case being developed. A further programme of work will feature in 2023 onwards business and transformation plans.	Senior Manager Partnership & Transformation
P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	31-Mar-2022	75%	⚠️	Ongoing work, linked to the above. Support being procured to ensure completion of roadmap.	Senior Manager Partnership & Transformation
P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps	31-Mar-2022	50%	⚠️	This work is ongoing and requires further work linking in with necessary information governance improvements and linkages with new systems such as M365 implementation.	Senior Manager - Legal & Governance
P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.	31-Dec-2021	75%	⚠️	Work is progressing on the back of Discovery work completed in summer 2022. IT staff and digital champions have been transferred to M365. Support has been procured to plan and implement a full organisational roll out, now expected to be largely complete in autumn 2023.	Senior Manager Partnership & Transformation
P&P 20 033	Deliver the agreed IT capital plan	31-Mar-2022	100%	✅	Significant progress made on the 2022/23 work plan. A major new telephony system is being implemented following a procurement process. There has been good progress on the schools upgrade rolling programmes.	Senior Manager Partnership & Transformation

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.	31-Mar-2022	80%	⚠️	At a national level the Prevent strategy, guidance and training packages have, or are in the process of being reviewed and updated. The Prevent SPOC is part of national and regional networks sharing information, updates and best practice around CONTEST and Prevent. The Council completed the national Prevent annual assurance assessment in 2022 which will be required to be updated in Spring 2023. This process will inform improvement actions for 2023/24. A draft Prevent PMAP protocol has been developed and Council officers have been involved in a multi-agency Prevent PMAP exercise, and Home Office led prevent training. Prevent eLearning training for all staff is mandatory.	Senior Manager Partnership & Transformation
P&P 21 002	Undertake a Covid debrief process following the national review and debrief protocol.	30-Sep-2021	100%	✅	Clackmannanshire Council approved the Covid debrief report in 2022. The Partnership and Transformation team is also co-ordinating the Councils response to both the UK and Scottish Covid 19 inquiries.	Senior Manager Partnership & Transformation
P&P 21 003	Put in place Hybrid Working approaches to support COVID recovery and organisational transformation	31-Mar-2023	50%	⚠️	Work progressing through 3 working groups at present. Arrangements being developed to support staff within the context of the Strategic Recovery Framework announced by the SG in February 2022.	Strategic Director - Partnership & Performance
P&P 21 004	Publish Local Child Poverty Action Plan Implementation and annual report; Gaelic Language Plan Implementation and annual report; BSL annual report.	31-Mar-2022	100%	✅	Complete.	Senior Manager Partnership & Transformation
P&P 21 005	Support Census 2022 process for Clackmannanshire.	31-Mar-2022	100%	✅	Complete.	Senior Manager Partnership & Transformation

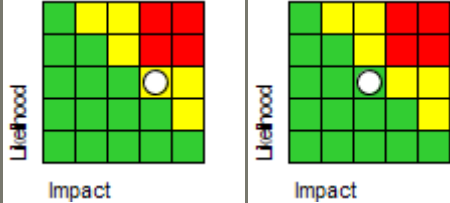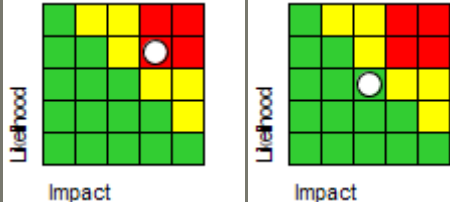| Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 006	Following formation of a New Administration develop a refreshed Corporate Plan 2022-27	31-Mar-2023	0%	⚠	This action is under review, with development of a refresh LOIP being given priority at this stage. Given the significant work already undertaken on BtF programme, the need for a corporate plan is being reconsidered. A further update will come forward through BtF updates to Council.	Senior Manager Partnership & Transformation
P&P 21 007	Procurement Strategy Review	31-Mar-2023	0%	⚠	Work not started. The completion date will be revisited in forthcoming 2023/24 business plan.	Senior Manager Finance & Revenues
P&P 21 008	Major emergencies operational procedures Civil Contingencies Guidance Review	31-Mar-2023	80%	✔	Work is ongoing with no issues anticipated at this time.	Senior Manager Partnership & Transformation
P&P 21 009	Business Planning Guidance and Performance Management Framework Review	31-Mar-2023	0%	⚠	Work not started. This is linked to 006 and will be revisited in early 2023/24.	Senior Manager - Legal & Governance
P&P 21 010	Consultation Guidance and Toolkit Review	31-Mar-2023	0%	⚠	Work not started. Priority and completion date to be reviewed.	Senior Manager Partnership & Transformation
P&P 21 011	Customer Charter Review	31-Mar-2023	50%	⚠	Work on a revised charter is progressing more slowly than planned due to competing demands. This will slip into 2023/24.	
P&P 21 012	Unacceptable Behaviour Policy Review	31-Mar-2023	50%	⚠	Work ongoing a revised policy is being drafted. Engagement required.	
P&P 21 013	Reporting Concerns at Work (Whistleblowing) Policy Review	31-Mar-2023	80%	⚠	Work ongoing and progress has been made. Policy requires engagement through policy group and is likely to be later than planned..	
P&P 21 014	Financial Regulations Review	31-Mar-2023	0%	⚠	Work not started. A new completion date to be defined in 2023/24 business plan.	Senior Manager Finance & Revenues

Code	ACTION	By When	Progress	Expected Outcome	Latest Note	Lead
P&P 21 015	Contract Standing Orders Review	31-Mar-2023	0%	⚠️	Work not started. A new completion date to be defined in 2023/24 business plan.	Senior Manager Finance & Revenues

Risk Register

ID & Title	P&P SRR 001	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.	Status	✅	Managed By	Strategic Director - Partnership & Performance	Current Rating	9	Target Rating	6

Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.			
Related Actions	P&P 20 001	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work which included Covid response and recovery and EU Withdrawal risk and mitigation. Implementing workforce development around Integrated Emergency Management and Business Continuity Management will also be taken forward in 2021/22.	Internal Controls	Business Continuity Plans
Latest Note	Staffing resources continue to be impacted in dealing with the impacts of the ongoing global pandemic and other civil contingencies, however, this has lessened by and large and most Business as usual services are operating to a significant extent. Concurrent risks from supply chain and labour issues, the cost of living crisis, adverse weather, geopolitical events or major outage continue to pose an ongoing risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans will be undertaken over the current year.			

ID & Title	P&P SRR 003	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.	Status	⚠	Managed By	Senior Manager Partnership & Transformation	Current Rating	12	Target Rating	9

Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.		
Related Actions	P&P 20 003 — Support consultation and engagement activities (budget and corporate strategies). P&P 20 005 — Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	**Internal Controls** — Customer Consultation & Engagement; Community Learning & Development Strategy; Mainstreaming Equality & Diversity; Community Asset Transfer Guidance	
Latest Note	P&P resources for this area of work are modest however we have managed to get some resources back to support community activities, e.g. galas, Joint Community Council Forum, community council elections.		

ID & Title	P&P SRR 004	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision. Workforce gaps as a result of difficulties with recruitment and retention and or displacement leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.	Status	⬢	Managed By	Senior Manager HR & Workforce Development	Current Rating	16	Target Rating	9

Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision. Workforce gaps as a result of difficulties with recruitment and retention and or displacement as a result of ongoing Covid response matters leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.		
Related Actions	P&P 20 005 — Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap. P&P 20 010 — Undertake Staff Survey P&P 20 013 — Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	**Internal Controls** — Staff Survey; Strategic Workforce Plan	
Latest Note	Substantial progress has continued on this area of work as part of work commenced during the pandemic response. A number of workforce policies have been developed an implemented, in-year and workforce. Further work is plan as part of Be the Future programme, including the introduction of Vlogs. Labour shortages continue to cause difficulties across the board, impacting on operations, staff and strategic priorities. Forecast suggest that labour shortages and supply chain issues may continue for at least the next 36 months, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity. The service is currently in the process of finalising its revised strategic workforce plan.		

ID & Title	P&P SRR 006	There is a risk that the labour shortage environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.	Status	?	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	There is a risk that the current pandemic environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.									
Related Actions	P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	**Internal Controls**		Internal Audit Programme					
	P&P 20 012	Embed new Health & Safety Management System			External Audit Assurance & Improvement Plan					
	P&P 20 019	Lead on the approach to deliver approved Annual Accounts			Annual Governance Statement					
	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.								
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps								
	P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.								
	P&P 21 007	Procurement Strategy Review								
	P&P 21 014	Financial Regulations Review								
Latest Note	The pandemic and concurrent risks profile, temporary pausing of audit and scrutiny activity in 2020 combined with staff turnover and a stretched workforce has resulted in increased risks of failures of governance. Capability and remains variable across the directorate, and therefore this risk will require ongoing significant focus for the immediate future.									

ID & Title	P&P SRR 007	Risk that current resource base cannot meet rising demand resulting from emerging environmental factors including Brexit, the cost of living crisis, high inflation and climate change.	Status	🔴	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	Risk that current resource base cannot meet rising demand resulting from Covid pandemic and other environmental factors including Brexit and climate change.									
Related Actions	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	**Internal Controls**		Budget Strategy & Monitoring					
	P&P 21 015	Contract Standing Orders Review			Corporate Transformation Programme					
					Procurement Strategy					

Impact / Likelihood risk matrices (current and target).

Latest Note — Demand pressure s are indicating a high degree of uncertainty in regard of short to medium term budget planning, though there are signs that current acute inflationary costs pressures may start to ease to some extent in the next 18 months. Ongoing geopolitical events in Eastern Europe, and an uncertain world economic climate suggesting our greatest challenges continue to lie ahead. Whilst this is impacting on costs to the Council, it is also impacting on our communities, which in turn is increasing service demands. Given the extent of external environmental factors there is a large element of this risk that the Council may need to tolerate and react to in the short to medium term.

ID & Title	P&P SRR 008	Covid biosecurity requirements and then increasing financial constraint have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security.	Status	🔴	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	Covid biosecurity requirements have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security.									
Related Actions	P&P 20 029	Implement Scottish Cyber Security Resilience Framework and identify associated improvement plan.	**Internal Controls**							
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps								
	P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.								
	P&P 20 033	Deliver the agreed IT capital plan								

Impact / Likelihood risk matrices (current and target).

Latest Note — The Council has made significant investment in digital infrastructure during the Covid pandemic, including M365. Additional capacity has been agreed to accelerate progression of ICT infrastructure and digital roadmaps.

CLACKMANNANSHIRE COUNCIL

Report to Audit & Scrutiny Committee

Date of Meeting: 20 April 2023

Subject: **Food Standards Scotland Audit of Environmental Health**

Report by: **Strategic Director (Place)**

1.0   Purpose

1.1.   Present an overview of the audit of the Council's food law regulation service carried out by Food Standards Scotland in September 2022 and published on 16 January 2023

2.0   Recommendations

2.1.   That the Committee note, comment on and challenge the performance of the Council's food law regulation service.

3.0   Considerations

3.1.   *Background to Audit*

3.1.1.   The Council, as the food law enforcing authority in Clackmannanshire, has a statutory duty to provide a food law regulation service that meets the requirements of retained Regulation (EU) 2017/625, the Food Law Code of Practice (Scotland) 2019 and the Food Law Interventions Code of Practice (Scotland) 2019.

3.1.2.   Food must be manufactured, prepared, distributed and handled by food businesses in accordance with relevant food safety laws. This ensures that food businesses do not pose a risk to public health. Where food businesses contravene food law in Clackmannanshire the Council must take appropriate regulatory action to remedy the situation in accordance with the Council's Food Law Enforcement Policy.

3.1.3.   Food Standards Scotland has a statutory duty under the Food (Scotland) Act 2015 to monitor the performance of, and to promote best practice by, food law enforcing authorities when enforcing food legislation. They fulfil this duty by carrying out audits of the food law enforcing authorities to ensure they meet the criteria laid out in retained Regulation (EU) 2017/625.

3.1.4. The audit is carried out at regular intervals, the previous one for Clackmannanshire being in April 2015. This audit was performed over two days during September 2022 and examined the Council's arrangements for official controls relating to food law and the Codes of Practice.

3.2. *Audit Process*

3.2.1. The audit process focusses on examining evidence to verify the Council complies with the planned arrangements for food law enforcement and whether the planned arrangements are being applied effectively. Checks are carried out to verify and validate that the Codes of Practice are being implemented correctly by the Council.

3.2.2. Analysis of documented evidence held by the Council and verification interviews with staff are undertaken. On-site "reality checks" are carried out, visiting businesses that have been inspected to ensure that policies, procedures and codes of practice have been correctly followed during the inspection process.

3.2.3. End of audit meetings are held to clarify the audit findings and allow for feedback to be given. Potential confusion or disagreement is resolved at this point and a summary of audit findings is provided.

3.2.4. A report is made to the Council making recommendations and providing an assessment of the Codes of Practice implementation. A final report is agreed and published on the Food Standards Scotland website. This was published on 16th January 2023 for Clackmannanshire Council.

3.3. *Audit Findings*

3.3.1. A "Level of Assurance" rating is given at the end of the audit. This can be:

- Substantial Assurance (Green)

- Reasonable Assurance (Yellow)

- Limited Assurance (Amber)

- Insufficient Assurance (Red)

3.3.2. Clackmannanshire has been assessed as "Yellow – Reasonable Level of Assurance". To provide some context to this, recent audit findings for other local authorities are:

- 2021 Stirling – Red – Insufficient Assurance

- 2021 East Renfrewshire – Yellow – Reasonable Assurance

- 2022 Scottish Borders – Red Insufficient Assurance

- 2022 Perth & Kinross – Yellow – Reasonable Assurance

- 2018 Fife – Amber – Limited Assurance

- 2018 Falkirk – Amber – Limited Assurance

3.3.3. The primary driver for Clackmannanshire's "Yellow" rating is a 1.2 FTE resource deficit of Environmental Health Officers identified through the resource calculation process for food law enforcement. As will be seen at "Annex A – Action Plan, Point 1" of the Audit Report, the Environmental Health service disagrees that the deficit is a matter for the Council to address. The service contends that a recent change in the rating of food businesses, introduced by Food Standards Scotland, has increased our inspection liability. It is, therefore, a matter for central government to fund the deficit or revise the new rating system so as to be resource neutral. This has been fed back to Food Standards Scotland and is under consideration. Other local authorities are of the same view as this service, although that is anecdotal. Food Standards Scotland is now reviewing the new rating scheme to ensure that it is "resource neutral" as originally intended.

3.3.4. The remaining four items required to be addressed within the Action Plan at Annex A of the Audit Report were of a minor nature and immediately rectified.

4.0 Sustainability Implications

4.1. NIL

5.0 Resource Implications

5.1. *Financial Details*

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

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☑

5.4. *Staffing*

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 to this report. If there are no appendices, please state "none".

Appendix 1: Food Standards Scotland, Clackmannanshire Council – Audit of Local Authority implementation of Interventions Food Law Code of Practice (Scotland), Food Law Enforcement Services, September 2022 Final and Closed Audit Report issued December 2022

11.0 Background Papers

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

Yes ☐ (please list the documents below)   No ☑
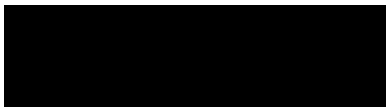
Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Andrew Crawford	Team Leader Environmental Health	2581

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	██████████████

Clackmannanshire Council – Audit of Local Authority implementation of Interventions Food Law Code of Practice (Scotland)

Food Law Enforcement Services

September 2022

Final and Closed Audit Report issued December 2022

Foreword

Audits of Local Authorities food law enforcement services are part of Food Standards Scotland's arrangements to improve consumer protection and confidence in relation to food and feed. These arrangements recognise that the enforcement of UK food law relating to food safety, hygiene, composition, labelling, imported food and feeding stuffs is largely the responsibility of Local Authorities. These Local Authority regulatory functions are principally delivered through Environmental Health and Trading Standards Services.

The audit scope is detailed in the audit brief and plan issued to all Local Authorities under reference FSS/ENF/22/011 on 22 July 2022. The main aim of the audit scheme is to maintain and improve consumer protection and confidence by ensuring that Local Authorities are providing an effective food law enforcement service. This audit was developed to verify and validate the implementation by Local Authorities of the following planned arrangement: the Interventions – Food Law Code of Practice (Scotland) 2019 (hereafter referred to as the Interventions Code 2019).

The Audit scheme also provides the opportunity to identify and disseminate good practice and provide information to inform Food Standards Scotland policy on food safety, standards and feeding stuffs.

Specifically, this audit aimed to;

- Verify that Local Authorities have implemented the Interventions Code 2019 and fully transferred all applicable food establishments to a food law risk rating.

- Verify Local Authorities' application and adherence to the Interventions Code 2019.

- Identify and disseminate good practice applied by Local Authorities.

- Identify information, evidence and potential recommendations to aid future Food Standards Scotland's policy and operational development.

Food Standards Scotland audits assess Local Authorities' conformance against retained Regulation (EU) 2017/625 and the Food Law Code of Practice (Scotland) 2019 and the Interventions Food Law Code of Practice (Scotland) 2019

It should be acknowledged that there will be considerable diversity in the way and manner in which Local Authorities may provide their food enforcement services reflecting local needs and priorities.

Following the audit, it is expected that for any recommended points for action the Local Authority will prepare and implement an action plan, which will incorporate a

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root cause analysis of any non-compliance.

Root cause analysis is a technique that senior management should use to identify the root causes of non-conformities identified at the audit have been effectively addressed. An important aspect is that there is a need to ensure that the non-conformity does not recur. This should be achieved by the accurate identification of the cause(s) of the non – conformity (i.e. the root cause) and the introduction of effective preventative action.

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1.0 Introduction

1.1 The primary objective of this audit was to verify and validate the implementation by Local Authorities of the following planned arrangement: the Interventions – Food Law Code of Practice (Scotland) 2019 (hereafter referred to as the Interventions Code 2019).

1.2 The Interventions Code 2019 was issued under Section 40 of the Food Safety Act 1990 ("the Act"), Regulation 24 of the Food Hygiene (Scotland) Regulations 2006 and Regulation 6 of the Official Feed and Food Controls (Scotland) Regulations 2009, which empowers Scottish Ministers to issue Codes of Practice concerning the execution and enforcement of Food Law by Food Authorities.

1.3 The Interventions Code 2019 sets out instructions, processes and criteria to which Food Authorities are required to have regard to when they carry out Official Controls relating to all Registered Food Businesses. The Interventions Code 2019 does not apply to establishments at the level of Primary Production or Approval.

1.4 Implementation of the Interventions Code 2019 represents Phase 2 of a wider project by Food Standards Scotland to review and overhaul the Food Law Code of Practice (Scotland) 2019.

1.5 The Interventions Code 2019 introduced the Food Law Rating System (FLRS). The FLRS combines the rating systems for Food Hygiene and Food Standards into one Food Law Intervention scheme based upon a new Food Business Performance Model that targets resources on high to medium risk and non-compliant businesses. The initial agreed implementation date was 1st July 2019 with ratings to be assigned as Inspection Programmes progressed. Further detail is provided within FSS-ENF-19-007.

1.6 During the Covid-19 epidemic Inspection Programmes were halted but as part of the Covid-19: Local Authority Recovery project, four deadlines were set by which Local Authorities should have undertaken specific tasks. Two of these deadlines related specifically to implementation of the Code with a target completion date of 1st July 2021:

- Desktop Transfer (of Registered Businesses to FLRS).
- Creation of an Intervention Programme (as required by the Interventions Code).

1.7 The audit aim will primarily be to cover the following points:

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- Verification that official controls are being carried out in compliance with planned arrangements.
- Verification that planned arrangements are applied effectively.

1.8　The final report will be made available on the Food Standards Scotland website at:www.foodstandards.gov.scot/food-safety-standards/regulation-and- enforcement-food-laws-scotland/audit-and-monitoring#la

Reason for the Audit

1.9　The provisions for exercising the audit function are provided for in Article 3 of the Food (Scotland) Act 2015. Under that Article, the general functions of Food Standards Scotland include a requirement to monitor the performance of, and promote best practice by, enforcement authorities in enforcing food legislation. Similar powers are also contained within Regulation 7 of the Official Feed and Food Controls (Scotland) Regulations 2007.

1.10　Retained Regulation (EU) 2017/625 on official controls performed to ensure the verification of compliance with feed or food law also includes a requirement for competent authorities to carry out internal audits or to have external audits carried out.

1.11　To fulfil this requirement Food Standards Scotland, has established external audit arrangements in respect of competent authorities. These arrangements are intended to ensure competent authorities are providing an effective and consistent service for the delivery of official controls and are meeting the general criteria laid out in retained Regulation (EU) 2017/625.

1.12　The previous Audit of Clackmannanshire Council's Food Service was undertaken by Food Standards Scotland in April 2015.

Scope of the Audit

1.13　It is intended that the audit scope will cover:

- Verification that Local Authorities have implemented the Interventions Code 2019.
- The verification of application and adherence to, the Interventions Code 2019.
- An assist in the identification and dissemination of good practice with regards to the Interventions Code 2019.
- The provision of information, evidence and potential recommendations to aid future FSS policy and operational development.

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1.14   The audit examined Clackmannanshire Council's arrangements for official controls in relation to Retained Regulation (EU) 2017/625, the Interventions Food Law Code of Practice (Scotland) 2019 and the Food Law Code of Practice (Scotland) 2019 on the verification of compliance with feed and food law.

1.15   The audit took place on-site over the course of two days.

2.0 Executive Summary

Registration of food business establishments

2.1   A documented procedure exists, which documents the process including action on receipt of a completed registration form, allocation of business group and allocation for inspection.

2.2   An up to date list of registered food establishments within the Local Authority area is available upon request and the Authority can easily run this list along with other Management Information System (MIS) reports to ensure that up to date information is provided.

Interventions

2.3   The Authority provided a current (Sep 21 – Mar 23) Service Delivery Plan which was approved by The Strategic Director of Place on 30/08/22.

2.4   In terms of resourcing, the current allocated resource is 3.7 Full Time Equivalent (FTE). The estimated resource required to recover the inspection programme post Covid and implement the new Food Law Rating Scheme, which has resulted in an additional demand on resources, is 5.8 FTE. Clackmannanshire Council consider that this level of resourcing is not achievable so a phased approach to the recovery of the inspection programme has reduced this demand to 4.9 FTE. This will be the required resource to deliver the new FLRS.

Food Law Rating System

2.5   All food establishments (*with the exception of Approved establishments and primary producers*) are now receiving a full food law intervention as per the Interventions Code 2019. The desktop transfer was completed as part of the Local Authority Recovery Programme. Priorities 1 & 2 of the Recovery Programme have been achieved and the Authority is currently working on Priorities 3 & 4.

2.6   Verification visits carried out as part of the audit were conducted professionally and in accordance with the Food Law Code of practice. Officers followed a logical sequence to the visits with opening meetings, assessment of risks and closing meetings. Good questioning was noted throughout and officers had good

engagement with food business operators. Food standards matters were identified and there were appropriate assessments made on allergen management and pre packed for direct sale requirements.

Action Following an Intervention: Minimum Standards of report writing and record keeping

2.7 Every intervention carried out by officers results in a written non carbonised report (NCR) highlighting the scope of the inspection, the main issues identified during the inspection, the Food Hygiene Information Scheme (FHIS) status awarded and the officer's contact details in the event that the business has any questions or requires clarification.

2.8 It was found during the intervention documentation review that specific timescales for corrective actions were not being provided in written warnings to businesses. Prioritisation needs to be given to businesses as to which contraventions need to be addressed immediately, for example cross contamination, or within a dedicated timescale for contraventions that can be addressed over a longer timescale.

2.9 The inspection form and written report form need to be updated to include references to Food Law. Similarly, written warning letter headings should contain references to all applicable food hygiene and food standards legislation. It is also considered good practice to include an e-mail contact address for officers, should businesses wish to make contact, send evidence that work has been completed, etc. by electronic means.

2.10 Revisits were carried out for six of ten food law inspections reviewed. The Authority's policy around revisits was documented in the Service Plan, where it is estimated that officers will be required to undertake at least 170 revisits per annum.

Internal Monitoring

2.11 To ensure that officers are scoring consistently, in the areas mentioned above such as priority timescales and revisits are carried out, we recommend that quality checks and internal monitoring checks are further reinstated to ensure consistency across the service and to ensure that any issues are identified and corrected where required.

2.12 As part of the Authority's internal monitoring procedure, formal team meetings should take place as required and on a more regular frequency than at present.

Level of Assurance

2.13 As detailed in the Audit Charter Document of March 2020 (reference FSS/ENF/18/001) the audit has been assigned as below:

Reasonable Assurance	

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Controls are adequate but require improvement	Some improvements are required to enhance the adequacy and effectiveness of procedures. There are weaknesses in the risk, governance and/or control procedures in place but not of a significant nature.

3.0 Audit Findings

3.1 The findings reported below detail both corrective and preventive actions which are not confined to addressing specific technical requirements, but also include system-wide measures. Conclusions address the compliance with the planned arrangements, the effectiveness of their implementation and the suitability of the planned arrangements to achieve the stated objectives as appropriate.

3.2 **Section 2. Registration of Food Business Establishments**

Sub Section	Audit Findings
2.1.2	A documented procedure exists, which documents the process including action on receipt of a completed registration form, allocation of business group and allocation for inspection. It covers actions to be taken with regard to businesses that are outwith the Council's area, missing information, third party applications and any changes to activities following registration requiring the MIS to be updated accordingly.
2.1.4	An online Food Business Registration service is available on the Local Authority's website. This highlights the legal requirement of registration and provides the department's contact details if further information or assistance with the process is required by Food Business Operators. The registration form used by the Authority is boxed to enable applicants to print letters and numbers more legibly, which the Authority considers to have been beneficial.
	The Food Business registration form provided did not contain a General Data Protection Regulation (GDPR) Privacy Notice as outlined in the Code of Practice Annex 8 Model Application Form for the Registration of a Food Business Establishment (P216-217) An amended Food Business registration form containing a link to Clackmannanshire Council's GDPR Privacy Notice was prepared and provided during the audit.
2.2.1	An up to date list of registered food establishments within the Local Authority area is available upon request and the authority can easily run this list along with other Management Information System (MIS) reports to ensure that up to date information is provided.

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2.3	The Authority operates on a paper free basis, so registration forms are no longer stamped but are scanned and given a specific code. The date of scanning to the Idox Document Management System (DMS) equates to the date of receipt. As a safeguard, hard copies are retained for twelve months before being destroyed. The Administration Team enters the food registration details into Uniform and sends an acknowledgement letter as confirmation of receipt with an Awaiting Inspection certificate for FHIS, if required.
2.3	Applications for Registration received from third parties such as Just Eat are not entered into the Food Business Establishment register. Such applications are treated as intelligence and the area Officer is asked to engage with the potential new Food Business Operator to secure a fully completed food registration for the business if required.
2.3	On receipt of a completed application form, the Authority schedules an inspection of the establishment prioritised in terms of risk, the LA Recovery Plan, available resources and local intelligence as per the targets set out in the table below: | FLRS Group	Timescale for Initial Inspection
Group 1	1 month
Group 2	2 months
Group 3	3 months	
2.4	Any changes to details previously supplied e.g. a change of operator, a change to the activities carried out in relation to food, the closure of an establishment, etc. results in the MIS being updated accordingly. Evidence was provided that the total number of registered food establishments stated in the service plan (589) had reduced to 568 on the Uniform system by 12/9/22 due to businesses closing.

Recommendation
There were no recommendations for this section.

3.3 **Section 3. Interventions**

Sub section	Audit Findings – Service Planning, Interventions Programme.
3.1.5	The Authority provided a current (Sep 21 – Mar 23) Service Delivery Plan which was approved by The Strategic Director of Place on 30/08/22.

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3.1.5	In terms of resourcing, the current allocated resource is 3.7 FTE but the estimated resource required for full implementation of FLRS is 5.8 FTE.
	The Authority intends to implement a phased approached to its inspection programmes over four years, to help accommodate pressures, such as the backlog of new businesses, an observed decline in standards in poorly compliant businesses and businesses that have changed their business model as a result of difficult trading conditions. This approach is consistent with Food Standards Scotland recovery guidance and will ensure that resources are focussed on the businesses that present the greatest risk.
	The phased approach to the recovery of the inspection program reduced the demand to 4.9 – 5.1 FTE staff until 2023. It is this level of resource 1.2 FTE deficit that will be required to deliver the new rating system in full once the initial recovery pressures have been addressed. *(See Recommendation 1)*
3.1.6	As per the Interventions Code 2019, the Authority's Service Plan contains details as to how new Food Business Establishments are included in the Authority's planned Intervention Programme.
3.1.6	A detailed intervention programme outlining the food business establishment profile and the number of interventions programmed for the current year was provided. The Service Plan included an estimation of the number of revisits that will be made.
3.3	Inspections are carried out without prior warning and this requirement is documented in the Authority's Food Law Inspection Procedure. If there are problems gaining access, then consideration may be given to making arrangements to visit.
3.3	Inspections of food businesses based at domestic premises shall be prearranged with a minimum of 24 hours' notice unless there is intelligence that there could be a significant health risk.
3.3	Inspection of the Prison is by prior arrangement due to security implications and the personal safety of the Authorised Officer. Contact is to be made with the Catering Manager for access.
3.3	The Authority has documented its out of hours' requirements in its service plan. The normal working hours are 9 am – 5 pm Monday – Friday. Officers work flexible hours between 8 am and 6 pm. Interventions out-of-hours are provided when necessary by arrangement with officers although there is no formal system for out-of-hours cover.
3.7	The Authority's approach to Intervention dates, as detailed in the Food Law Inspection Procedure is that all inspections, except Band E businesses, are to be completed no later than 28 days after the scheduled date. Where this may not be possible, officers are to ensure

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	that the Team Leader is given details of the premises and the reason it cannot be inspected in time at least seven days before the final possible date of inspection. This allows alternative arrangements to be made.
3.8	Two unannounced verification checks were carried out during the audit. The first was a revisit to a pub/bistro. The officer had carried out a programmed inspection earlier in the month and a number of food law contraventions were followed up with. The officer demonstrated a good knowledge of the legislative requirements and specifically issues relating to allergens. The second verification check was to a retailer that had been inspected the previous month. This visit was chosen due to its previous food law compliance history and also as there were food standards issues noted on the last programmed inspection, specifically regarding pre-packed for direct sale (PPDS). The officer conducted the visit appropriately and professionally, addressing all previous food law matters and dealing with new issues arising during the visit.

Recommendation
1. Consider addressing the current resource deficit of 1.2 FTE officers, identified via the original resource calculation, required to deliver the new FLRS implementation in full.

3.4 Section 4. Food Law Rating System

Sub Section	Audit Findings
3.5	All food establishments (*with the exception of Approved establishments and primary producers*) are now receiving a full food law intervention as per the Interventions Code 2019. The desktop transfer was completed as part of the Local Authority Recovery Programme. Priorities 1 & 2 of the Recovery Programme have been achieved and the Authority is currently working in Priorities 3 & 4.
3.7.1	10 food business establishments were selected for review during the audit. The last intervention for each of the 10 premises was assessed by means of its accompanying documentation and computer record. For all 10 establishments, the last inspection form, letter and risk rating was assessed for compliance against the standard of the Interventions Code of Practice 2019. All 7 compliance categories as outlined in the Interventions Code compliance matrix were found to be assessed and a food law risk rating allocated correctly. It was however noted during the review, that the inspection form includes the risk rating matrix and scores given after the intervention. For

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	purposes of quality management, it is considered good practice that the risk rating is included on the inspection form. This clearly illustrates how the score is being derived from the evidence on the inspection form.
3.7.1	As detailed in the Food Law Inspection Procedure, should an officer establish during a planned inspection that a business is to be scored five for one or more of the compliance categories, and therefore becomes a Band E, the officer can focus on the categories of serious non-compliance and only risk rate against the categories covered. The remaining categories are to be assessed at the next routine inspection.
3.7.2	The backlog identified in the Service Plan of 70 new businesses requiring to be inspected has been reduced to two and the target date for completion of these is estimated to be 31/12/22. The number of new unrated businesses being filtered into the programme based on capacity is currently sitting at 10, with estimated completion by 31/03/23.
3.7.3	The Food Law Inspection Procedure states that if an Officer considers that a business should be rated as a Band 3A, they are to liaise with the Senior EHO for Food regarding the suitability of this rating. The Primary Inspection Form shall be annotated with the outcome of the discussion.

Recommendation
There were no recommendations for this section.

3.5 **Section 5. Action Following an Intervention: Minimum Standards of report writing and record keeping**

Sub Section	Audit Findings
6.1	Every intervention carried out by officers results in a written non carbonised report (NCR) highlighting the scope of the inspection, the main issues identified during the inspection, the FHIS status awarded and the officer's contact details in the event that the business has any questions or requires clarification.
	The inspection form and written report form need to be updated to include references to Food Law. Similarly, written warning letter headings should contain references to all applicable food hygiene and food standards legislation. It is also considered good practice to include an e-mail contact address for officers, should businesses wish to make contact, send evidence that work has been completed, etc. by electronic means. It was considered beneficial that the FLRS scoring matrix had been incorporated within the inspection form. *(See Recommendation 2)*
6.1	It was found during the intervention documentation review that specific timescales for corrective actions were not being provided in written

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	warnings to businesses. Prioritisation needs to be given to businesses as to which contraventions need to be addressed immediately, for example cross contamination, or within a dedicated timescale for contraventions that can be addressed over a longer timescale. *(See Recommendation 3)*
	Revisits were carried out for six of ten food law inspections reviewed. The authority's policy around revisits was documented in the Service Plan, where it is estimated that officers will be required to undertake at least 170 revisits per annum.
	Of the inspection forms reviewed, there was evidence to show that officers are checking issues such as allergen compliance, prepacked for direct sale, general labelling and traceability. Detailed notes were recorded along with the scope of the inspection, and observations were made of both compliance and non-compliance with food law. The Auditors considered that the Authority's inspection form could be enhanced to include a requirement to review two high risk allergen meals / new menu items for compliance against food standard allergen information.

Recommendation
2. The inspection form and written report form require to be updated to include references to food law legislation. Similarly, written warning letter headings should contain references to all applicable food hygiene and food standards legislation. It is also considered good practice to include an e-mail contact address for officers.
3. Specific timescales for corrective actions require to be provided in written warnings to businesses.

3.6   **Section 6. Internal Monitoring**

Section	Audit Findings
39 Food Law Code of Practice	The Authority's service plan states that there is a system for monitoring the quality of Food Hygiene inspections by the Senior EHO for Food, including accompanied inspections. Some evidence was provided that this is being carried out since food law interventions restarted. To ensure that officers are scoring consistently, areas mentioned above such as priority timescales and revisits are carried out, we recommend that quality checks and internal monitoring checks are further reinstated to ensure consistency across the service and to ensure that any issues are identified and corrected where required. Some issues were identified in that officers were not, in every case, detailing the scope of the inspection in letters or ticking partial inspection as opposed to full inspection in the written reports. *(See Recommendation 4)*.

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	As part of the Authority's internal monitoring procedure, formal team meetings should take place as required and on a more regular frequency than at present. Minutes of four food meetings were provided covering a period between November 2019 and April 2021. Formal food team meetings had lapsed in 2022, partly as a result of recovery from the Covid pandemic, logistical issues with booking rooms, staff absence and competing work demands, such as housing checks for the relocation of Ukrainian families and require to be resurrected either via Teams or face to face. *(See Recommendation 5)*

Recommendation
4. Quality checks and internal monitoring checks require to be reinstated to ensure consistency across the service and to ensure that any issues are identified and corrected where required.
5. As part of the Authority's internal monitoring procedure, formal team meetings should take place as required and on a more regular frequency than at present.

3.7   Section 7. Items to take back to Food Standards Scotland

1.	FSS to review food law delivery to mitigate the increased demand FLRS places on existing resources. It is the Authority's position that demand is not sustainable without a commitment to funding by central government or adjustments to the new rating system.
2.	The recovery is made more complex by the transition to the new food law rating system. This new system has changed the inspection profile of the businesses due to the different priorities built into the scheme, resulting in many businesses requiring inspection on a more frequent basis. Large or complex businesses are to be inspected more frequently due to their inherent risk. The introduction of intense interventions is effective at securing improvement at poorly performing businesses. However, this involves significant officer time. A significant number of lower risk premises are being risk rated at higher inspection frequencies due to the increased priority placed on food standards. Also, the option to extend the inspection frequency to two years for highly compliant businesses has changed. A business will need to demonstrate over a period of three inspections that they have sustained a high level of compliance before they can be placed on this lower inspection frequency which will take at least five years. All these factors contribute towards a heavier inspection program moving forward.
3.	The Authority believes that the principles around FLRS are sound, but is clear that FLRS requires additional resources due to the higher number of visits required. They disagree with the statistician's report that was

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	produced at the end of the pilot that said it would be resource neutral. That is not what has been found in practice. If asked, their suggested change to ladder inspection frequencies would be to lengthen the inspection frequency for Group 2 B and 2 A to 24 and 36 months respectively. That would ensure resources are focussed on the higher risk establishments and give Local Authorities more space to complete the inspection program.
4.	The recovery of the food law inspection program will be a significant undertaking for the team and shall take four years before the full plan will have sufficiently recovered. It is important that Officers are supported throughout this transition so that they deliver a competent service. The changing landscape of the food industry will have an impact on the inspection programme. Many businesses have started trading online for the first time, some have introduced higher risk processes and there has been an increase of home based caterers.
5.	The Interventions Food Law Code of Practice (Scotland) does not apply to Approved Establishments. This type of businesses will be addressed in a future Code of Practice which will include the introduction of the Official Control and Verification (OCV) manual. Food Standards Scotland has provided direction for a phased approached to this new style of intervention. At this time, Authorities are required to undertake desktop assessments of documented food safety managements systems at these establishments and then followed up with an assessment onsite of practices. Officers will require support with this change in working practices.
6.	From the 1 October 2021, new legislation on improving allergen information on pre-packed foods for direct was introduced. This legislation is often referred to as Natasha's Law as it was introduced following the tragic death by anaphylactic reaction of Natasha Ednan-Laperouse. Many of the small to medium businesses based in Clackmannanshire will require support with this change in law and the team shall dedicate time to assist them.
7.	FHIS – the Authority considers that central guidance should be provided on this. In the absence of central guidance, they have devised their own procedure, which has been shared with FSS for comment.
8.	3A establishments – the LA do not feel that it is appropriate to send a letter notifying the business of this rating. If a letter is sent advising them there is minimal inherent risk and no future inspections are planned, the business might complain if the Authority goes back to check or investigate a complaint. Clackmannanshire shall engage with these businesses remotely every 5 years, as a check, because things can change/diversify over time and if required, we will inspect. For example, halls that

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	registered previously have been found to be operating as food banks and community cafes.

4.0 Annex A – Action Plan

Action Plan for Clackmannanshire Council: Audit of Local Authority Implementation of Interventions Food Law Code of Practice (Scotland)

Clackmannanshire Council Recommended Point for Action	Planned Actions	Target Date for Completion	Responsible Officer(s)
1. Consider addressing the current resource deficit of 1.2 FTE officers, identified via the original resource calculation, required to deliver the new FLRS implementation in full.	A new Food Law Rating Scheme was introduced by FSS in 2019. Clackmannanshire was part of the pilot for this scheme which was assured would be resource neutral. Practical application is showing this is not the case and that the new inspection frequencies are producing a greater demand on resources. Also, the calculation to determine resource need has not yet been finalised by FSS so the calculation itself remains dubious. It remains, however, that the new inspection frequencies are the most likely cause of the increased resource requirement. In support of this argument, our resources were adequate prior to the new FLRS, and it is only since its introduction this deficit has been identified. Whereas we welcome the new scheme and believe it is the correct approach to food law enforcement, it requires the inspection frequencies to be revised by FSS to produce a resource neutral	Clackmannanshire Council have considered this recommendation and have decided that no action is necessary for them at the present time.	Andrew Crawford

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Clackmannanshire Council Recommended Point for Action	Planned Actions	Target Date for Completion	Responsible Officer(s)
	position. Alternatively, central government must fund the extra resource required to achieve full delivery of the new scheme in its existing form. We do not accept that this is a failing of the service and it is not for this authority to address the deficit.		
2. The inspection form and written report form require to be updated to include references to Food Law legislation. Similarly, written warning letter headings should contain references to all applicable food hygiene and food standards legislation. It is also considered good practice to include an e-mail contact address for officers.	This has been rectified. Officers have been trained and instructed on ensuring that all relevant food law is referenced in written reports and letters. Email contacts for officers have been included. This will be reinforced at the next team meeting and also through internal monitoring.	Completed	Andrew Crawford/Helen Henderson
3. Specific timescales for corrective actions require to be provided in written warnings to businesses.	This has been rectified. Officers have been trained and instructed on ensuring that all corrective action timescales are included on written warnings. This will be reinforced at the next team meeting and also through internal monitoring.	Completed	Andrew Crawford/Helen Henderson
4. Quality checks and internal monitoring checks require to be reinstated to ensure	This has been rectified. Quality checks have been reinstated and the internal monitoring procedure reviewed and implemented.	Completed	Andrew Crawford/Helen Henderson

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Clackmannanshire Council Recommended Point for Action	Planned Actions	Target Date for Completion	Responsible Officer(s)
consistency across the service and to ensure that any issues are identified and corrected where required.	Internal monitoring was only suspended during the Covid pandemic when routine work was diverted to deal with the pandemic. Records of all internal monitoring will be kept in accordance with the procedure.		
5. As part of the Authority's internal monitoring procedure, formal team meetings should take place as required and on a more regular frequency than at present.	This has been rectified. Quality checkTeam Meetings have been reinstated and a minimum of one meeting every other month has been programmed for the next 12 months. Ad-hoc meetings outwith this programme will be held as required. All meetings will have agendas and minutes recorded and saved for future reference. Team meetings were only suspended during the Covid pandemic when routine work was diverted to deal with the pandemic.	Completed	Andrew Crawford/Helen Henderson
Satisfactory evidence was received from Clackmannanshire Council on the 2nd December 2022 to allow for the closure of Recommendations 2-5			

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5.0 Acknowledgements

The Audit Assurance Team would like to acknowledge the help and co-operation of all staff involved for their assistance while conducting this audit.

Auditors: Lindsay Matthew
              Áine Phelan

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Food Standards Scotland
Audit Assurance Branch

14th December 2022

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Abbreviations

DMS	Document Management System
EHM	Environmental Health Manager
EHO	Environmental Health Officer
EU	European Union
FHIS	Food Hygiene Information Scheme
FLCoP	Food Law Code of Practice
FLRS	Food Law Rating System
FSO	Food Safety Officer
FSS	Food Standards Scotland
FTE	Full Time Equivalent
GDPR	General Data Protection Regulation
LA	Local Authority
LFO	Lead Food Officer
MIS	Management Information System
NCR	Non Carbonised Report
OCV	Official Control Verification
PI	Programmed Intervention
PPDS	Prepacked for Direct Sale
SEHO	Senior Environmental Health Officer
SND	Scottish National Database

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CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

Date of Meeting: 20 April 2023

Subject: Council Financial Performance 2022/23 as at December 2022

Report by: Chief Finance Officer

1.0 Purpose

1.1 This paper provides an update on the financial performance for the Council, as at December 2022, in respect of:

- the General Fund (GF) revenue and capital spend and the achievement of savings for the current financial year 2022/23,

- the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend; and

- the Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2022/23

2.0 Recommendations

2.1 Committee is asked to note the report, commenting and challenging as appropriate on:

2.1.1 General Fund revenue forecasted underspend of £(1.292)m for the year to 31 March 2023;

2.1.2 the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend of £0.360m as at December 2022, for the year to 31 March 2023;

2.1.3 the HRA revenue forecasted surplus of £(0.780m) over the budgeted surplus for the year to 31 March 2023;

2.1.4 the HRA Capital programme forecasted underspend of £(3.831)m;

2.1.5 the General Fund Capital Programme forecasted underspend of £(8.789)m, and

2.1.6 progress to date in delivering the £1.838m approved savings programme, currently forecast to achieve £1.614m, 88%, as at 31 March 2023.

3.0 Background

3.1 This report summarises the draft financial position of the Council for the financial year ended 31 March 2023. This report consolidates all of the detailed financial data to provide a summary position for the Council. The report also provides detail of individual Directorate positions and their service areas within the appendices.

4.0 General Fund Revenue

4.1 As at 31 December 2022 the General Fund is forecasting an underspend of £(1.292)m which is a favourable movement of £(1.632)m since last reported to this Committee in December.

4.2 Of the £(1.292)m underspend, £(0.437)m relates to devolved schools and will be carried forward into 2023/24 in line with the academic year.

4.3 The Clackmannanshire element of the H&SCP is forecasting an overspend of £0.360m, however, any underspend is transferred to the HSCP at the year end in line with the integration scheme.

4.4 **Appendix 1** provides the breakdown by each Directorate and centrally held Corporate Service areas along with the position for Partnerships and Sources of Funding. This shows the position after allocation of centrally held Covid funding of £0.762m for related spend within Care and Protection and Scottish Welfare Fund.

4.5 The Council Summary at **Appendix 1** shows the under and overspend positions for each of the Directorates and Corporate Areas. The overall underspend is attributable to the following Directorates: People £(1.283)m, Place £(0.246)m and Partnership & Performance £(0.272)m. Corporate Services is showing an overspend of £0.509m, which includes centrally held savings achieved within the individual services.

4.6 **Appendices 3 to 6** provide details of individual Directorate financial performance.

5.0 Clackmannanshire & Stirling Health and Social Care Partnership (H&SCP)

5.1 The Clackmannanshire element of the Health and Social Care Partnership is projecting an overspend of £0.360m for the financial year based on financial information as at December 2022 and care commitments recorded in the social care management information service (CCIS) forecast for the remainder of the year.

5.2 Details of the forecast variances that make up this overspend are shown in **Appendix 7.** A report presented to the IJB Board on 1 February 2023 indicated a projected overspend across the Partnership of £3.673m at the end of October 2022. This overspend is expected to be managed within the

Partnership with no further funds required above the Councils approved budgeted contributions.

6.0   General Fund Capital

6.1   For 2022/23, the approved General Fund Capital programme set out significant gross investment in Clackmannanshire amounting to £14.886m. A further £4.377m was added as a result of carry forwards from 2021/22, £0.288m was added following approval by Council in August 2022 for Clackmannan Regeneration and £1.034m has been added to reflect additional grant income for Japanese Garden (£0.750m) and Free School Meals (£0.284), increasing the approved budget for 2022/23 to £20.585m.

6.2   Work on capital projects is being progressed however delays are still being incurred due to internal and external factors. On review of the forecasts as at December, spend is estimated to be £11.796m for the year resulting in an underspend of £(8.789)m against the approved budget. **Appendix 10** provides detail of the forecasted expenditure to 31 March 2023 and variance against budget by project.

6.3   A summary of the projected outturn position for each of the Asset plans with main variances are shown in the table below:

Asset Management Strategy	Budget	Forecast to 31 March 2023	Forecast Over / (under) Spend	Main Variances
	£m	£m	£m	
Community Investment Strategy	5.880	3.325	(2.554)	The variance is made up of the following projects: - Wellbeing Hub underspend - £0.080m - proposed to be carried forward - Renewable energy projects £0.080m underspend with £0.050m proposed to be carried forward - Village and Small Towns Alva overspend of £0.196m - Clackmannan Regeneration underspend - £1.401m – proposed to be carried forward - Free School Meals Grant – underspend £0.260m – proposed to be carried forward - Street Lighting – underspend £0.106m - Innovation Hub Delivery – underspend £0.400m - Clackmannan CAP underspend - £0.093m – proposed to be carried forward - Park Primary - underspend £0.283m

Asset Management Strategy	Budget	Forecast to 31 March 2023	Forecast Over / (under) Spend	Main Variances
	£m	£m	£m	
Property	5.704	1.794	(3.910)	The underspend is primarily due to the following projects: - Wellbeing Complex – interim pool £2.154m due to cessation of project. Budget to be repurposed in line with overall Wellbeing Complex. - Demolition of ALB - £0.360m - Learning estate contingencies £0.686m, not expected to be required at this time - Cemetery Wall Upgrade £0.299m postponed until 2023/24 due to weather and contractual delays - Strategic estate enhancements underspend £0.315m rephased to 2023/24.
Roads	3.412	3.386	(0.026)	Slight overspend forecast on Electric Charging points, Bridge Improvements and Road Safety, this may be offset through additional grant funding. Underspend of (£0.072m) on Street lighting to be carried forward.
Land	0.538	0.141	(0.398)	Underspend mainly due to rephasing of the budget for demolition of St Mungo's (£0.250m) and stone preservation work (£0.120m)
Fleet	0.973	0.641	(0.332)	Underspend on purchasing of vehicles due to lead in time for delivery.
IT	4.078	2.509	(1.569)	Underspend driven predominately by three projects: - Social Services adaptations due to focus on analogue to digital £0.075m, - Analogue to Digital project due to delays, underspend carried forward to 2023/24 £0.136m - Social Services IT System £0.331m - Digital Transformation £0.200m, rephased to 2023/24 following engagement with contractor - Digital Infrastructure £0.602m to be carried forward to 2023/24.
Gross Capital Expenditure	20.585	11.796	(8.789)	

Asset Management Strategy	Budget	Forecast to 31 March 2023	Forecast Over / (under) Spend	Main Variances
	£m	£m	£m	
Allocation of Capital Funding	(6.587)	(6.587)	-	All funding forecast to be utilised in year. Funding is allocated to projects as it is spent. Any funding that is not utilised in full will be carried forward to 2023/24 where grant conditions allow or repaid.
Net Capital Programme	13.998	5.209	(8.789)	

7.0 Delivery of 2022/23 Approved Savings

7.1 At its budget meeting in March 2022, Council approved savings of £1.838m for the financial year 2022/23. The table below shows the split of these savings across Directorates and the forecasted achievement of those savings by 31 March 2023.

General Services Revenue Budget 2022/23 - Progress of Approved Savings by Directorate

Directorate	Total Approved Savings £000	Achieved £000	At Risk/ Unachievable £000
People	505	343	162
Place	505	417	88
Partnership & Performance	828	828	-
Total Approved Savings	1,838	1,588	250
		86%	14%

7.2 The above table indicates that 86% of savings will be achieved, with 14% forecast to be unachieved in 2022/23. Detail of individual savings within each directorate is provided in **Appendix 2.** This is an adverse movement of 1% since last reported to committee in December 2022. The movement relates to:

- PLPOL04 - Roads charges Income £(0.009)m now achieved.

- PLMGT10 - Reconfiguration of staffing funding £0.025m now unachievable.

Services continue to work towards the achievement of approved savings and/or to identify compensating savings where possible.

8.0   Housing Revenue Account (HRA)

Revenue

8.1   The HRA forecast as at December is a surplus of £(6.405)m, which is £(0.780)m above the budgeted surplus of £(5.625)m. This is a favourable movement of £(0.326)m since last reported to committee in December 2022. **Appendix 8** provides a summary of the variances and the variance movement.

Capital

8.2   The HRA approved Capital Programme for 2022/23 is £12.582m. **Appendix 9** provides the detail for all the projects along with comments on their progress.

8.3   As at December, forecasted spend on the programme is £8.751m, which results in a projected underspend of £(3.831m) and a movement £(1.531)m movement since the September outturn reported in December. There is no requirement to carry this underspend forward into 2023/24 as full provision was set out in the budget approved by Council in February 2023. The main variances are set out below.

8.4   Expenditure on the Safe Electrical Testing and Rewiring programme is now forecasting to reduce the spend by £(0.844)m from that previously reported. The contractor has had difficulty resourcing this contract recently and it has been agreed to focus on the testing initially which does not have the same expenditure levels as the replacement programme following this testing.

8.5   The Roof and Render programme forecast is £0.300m against a budget of £1.000m, a further reduction in spend of £(0.400)m from previously forecasted. There has been a delay to the start of the programme but there is a plan in place that will ensure spend will start early in 2023/24. Progress on this project will be weather dependant.

8.6   Other small variances contributing to the underspend and movement are: additional income from house sales in which HRA has a share £(0.168)m, demolition of Glentana postponed £(0.135)m offset by additional spend on damp and rot work £0.080m.

9.0   Conclusions

9.1   General Fund Revenue Services are forecasting an underspend of £(1.292)m for the year to 31 March 2023;

9.2   The Clackmannanshire element of the H&SCP is forecasting to overspend £0.360m as at December 2022 for the year to 31 March 2023. This

overspend remains in the partnership contributing to its overall year end financial position.

9.3 The HRA revenue is forecast to achieve a surplus over budget for the year of £(0.780)m to 31 March 2023.

9.4 The HRA Capital programme is forecast to underspend by £(3.831)m with no requirement to carry forward to 2023/24.

9.5 The General Fund Capital programme is forecast to underspend by £(8.789)m.

9.6 Of the £1.838m approved savings programme, £1.614m (88%) are forecast to be achieved by 31 March 2023.

10.0 Sustainability Implications

10.1 There are no direct environmental sustainability implications arising from this report.

11.0 Resource Implications

11.1 *Financial Details*

11.2 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 ☑

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

11.4 *Staffing*

11.5 There are no direct staffing implications arising from this report.

12.0 Exempt Reports

12.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☑

13.0 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)

14.0   Equalities Impact

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

15.0   Legality

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

16.0   Appendices

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

Appendix 1 – Draft Council Summary at 31 December 2022

Appendix 2 – Summary Savings by Directorate at 31 December 2022

Appendix 3 – People Variances at December 2022

Appendix 4 – Place Variances at December 2022

Appendix 5 – P&P Variances at December 2022

Appendix 6 – Corporate Variances at December 2022

Appendix 7 – HSCP Variances at December2022

Appendix 8 – HRA Revenue Variances at December 2022

Appendix 9 – HRA Capital Forecast as at December 2022

17.0 Background Papers

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

Yes ☐ (please list the documents below) No ☑

Author(s)

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

Approved by

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

Council Summary 2022/23

	Annual Budget 2022/23 £'000	Forecast to Mar-23 £'000	Variance Forecast to Budget £'000	Previous Forecast Variance £'000	Variance Movement £'000
Directorate					
People	79,342	78,059	(1,283)	(457)	(825)
Place	32,674	32,428	(246)	193	(439)
Partnership & Performance	10,732	10,460	(272)	(167)	(105)
Transformation	492	492	0	(0)	0
Directorate Expenditure	123,240	121,439	(1,801)	(432)	(1,369)
Corporate					
Corporate Centrally Held	1,403	1,403	0	(0)	0
Corporate Services	(668)	(338)	330	584	(253)
Misc Services - Non Distributed Costs	1,100	1,100	0	0	0
	1,834	2,165	330	584	(253)
	125,075	123,604	(1,471)	152	(1,622)
less allocated to non general fund	(1,305)	(1,305)	0	0	0
	123,770	122,299	(1,471)	152	(1,622)
Add Requisitions from Joint Boards					
Central Scotland Valuation Joint Board	453	453	0	0	0
Corporate Expenditure	124,222	122,752	(1,471)	152	(1,622)
Add/Deduct					
Interest on Revenue Balances	(91)	(144)	(53)	(53)	0
Loans Fund Contribution	4,073	4,305	232	232	0
Contribution to Bad Debt Provision	200	200	0	0	0
Total Expenditure	128,404	127,113	(1,292)	331	(1,622)
Sources of Funding					
General Revenue Funding/Non-Domestic Rates	(122,976)	(122,976)	(0)	(0)	(0)
Council Tax	(21,663)	(21,663)	(0)	(0)	0
Contribution from Reserves	(2,742)	(2,742)	(0)	0	(0)
Contribution from Earmarked Reserves	(4,991)	(4,991)	0	(0)	0
Contribution from Uncommited Reserves	(1,200)	(1,200)	0	0	0
Total Funding	(153,572)	(153,572)	(0)	0	(0)
Projected (Surplus)/Shortfall	(25,167)	(26,459)	(1,292)	331	(1,622)
Health & Social Care Partnership	25,167	25,527	360	476	(116)

Management Efficiency Savings 2022-23

Directorate	Department	Responsible Officer	Saving Reference	Description	Cash/ Permanent	2022/23 £	Achieved/ Likely to be achieved £	At Risk £	Unachieved £	Total £	Budget Holders Comments - December
P&P	Corporate	N Bridle	P&PMGT01	Turnover across services	Permanent	500,000	500,000			500,000	Likely to be achieved in full
P&P	Corporate	N Bridle	P&PMGT02	Hybrid Working - Reduction in Mileage	Cash	20,000	20,000			20,000	Saving achieved
P&P	Finance & Revs	L Sim	P&PMGT03	Vacancy Senior Accountancy Asst (12 mths)	Cash	48,000	48,000			48,000	Saving achieved
P&P	Finance & Revs	C Jarvie	P&PMGT04	Cash Handling Consolidation	Permanent	15,000	15,000			15,000	Saving achieved
P&P	Finance & Revs	L Sim	P&PMGT05	Housing Benefit of homelessness income	Cash	20,000	20,000			20,000	Likely to be achieved in full
P&P	Corporate	N Bridle	P&PMGT06	Staff Salary Sacrifice Scheme Income	Permanent	1,000	1,000			1,000	Saving achieved
P&P	Partnership & Trans	C Jarvie	P&PMGT07	Capitalisation of Digital Transformation posts supporting capital plan implementation	Cash	42,000	42,000			42,000	Saving achieved
P&P	Partnership & Trans	C Jarvie	P&PMGT08	Capitalisation of ICT posts supporting capital plan implementation	Cash	123,300	123,300			123,300	Saving achieved
P&P	Partnership & Trans	C Jarvie	P&PMGT09	Removal of Research and Information Vacancy	Permanent	30,000	30,000			30,000	Saving achieved
P&P	Partnership & Trans	C Jarvie	P&PMGT10	Temporary Reduction in Kilncraigs Reception Resource	Cash	18,450	18,450			18,450	Saving achieved
P&P	HR & Workforce Development	C Alliston	P&PMGT11	Reduction to HR Legal budget	Permanent	10,000	10,000			10,000	Saving achieved
People	Primary non devolved	C Bruce	PEMGT07	Capitalisation of Project Manager for Digital Technology within People for Digital Rollout	Cash	50,155	50,155			50,155	Saving achieved
People	Strategic Director	L Sanda	PEMGT2	External Recharge to Regional Improvement Collaborative	Cash	67,241	67,241			67,241	Saving achieved
People	Early Years	L McDonald	PEMGT1B	ELC Staffing Models and Centre Support	Cash	17,468	17,468			17,468	Saving achieved
People	Primary	L McDonald	PEMGT2	Primary Schools Efficiency (Falling Rolls)	Permanent	95,292	95,292			95,292	Saving achieved
People	Strategic Director	L Sanda	PEMGT3	External Recharge to Regional Improvement Collaborative	Cash	14,980	14,980			14,980	Saving achieved
People	Libraries and Leisure	L McDonald	PEMGT8	Vacant libraries post	Permanent	34,314	34,314			34,314	Saving achieved
People	Care & Protection	S Robertson	PEMGT9	Withdraw support for external organisations Apex and CAB	Permanent	14,000	14,000			14,000	Likely to be achieved in full
People	Care & Protection	S Robertson	PEMGT11	Review SLA with SPS for Glenochil	Permanent	30,000		30,000		30,000	
People	Care & Protection	S Robertson	PEMGT12	Align Criminal Justice spend with funding	Permanent	50,000	50,000			50,000	Likely to be achieved in full
People	Care & Protection	S Robertson	PEMGT13	Residential placements	Permanent	98,500		98,500		98,500	
People	Care & Protection	S Robertson	PEMGT15	Reduction in external foster places (further saving 23/24)	Permanent	33,000		33,000		33,000	
Place	Secondary PPP	P Leonard	PEMGT6	PPP Contract Management	Permanent	43,000		43,000		43,000	Dependant on an increase in agreed contract deductions
Place	Development	E Fyvie	PLMGT01	Trading Standards SLA	Cash	40,000	40,000			40,000	Saving likely to be achieved
Place	Development	E Fyvie	PLMGT02	Economic Development Budget Realignment	Cash	25,000	25,000			25,000	Saving achieved
Place	Property	A Morrison	PLMGT03	Rental Properties	Permanent	45,390	45,390			45,390	Saving likely to be achieved
Place	Environment	I McDonald	PLMGT04	Street Lighting Maintenance	Cash	20,000	20,000			20,000	Saving likely to be achieved
Place	Environment	I McDonald	PLMGT05	Fleet Diesel	Cash	15,000			15,000	15,000	Unachievable due to rise in fuel price
Place	Environment	I McDonald	PLMGT06	Fleet Tyres	Cash	10,000	10,000			10,000	Saving likely to be achieved
Place	Housing	T Cain	PLMGT07	Homelessness Income - increase previous cash saving of £100,000	Cash	200,000	200,000			200,000	Saving achieved
Place	Housing	T Cain	PLMGT10	Reconfiguration of staffing funding from other sources.	Cash	45,000	20,000		25,000	45,000	Unachieved as early return from seconded post
Place	Property	A Morrison	PLMGT14	Rental Income	Permanent	12,000	12,000			12,000	Saving likely to be achieved
				TOTAL		1,788,090	1,543,590	204,500	40,000	1,788,090	

Policy Savings 2022-23

Directorate	Department	Responsible Officer	Saving Reference	Description	Cash/ Permanent	2022/23 £	Achieved/ Likely to be achieved £	At Risk £	Unachieved £	Total £	
Place	Waste Management	I McDonald	PLPOL2	Waste Income - internal charges	Cash	5,000	5,000			5,000	Saving likely to be achieved
Place	Environment	I McDonald	PLPOL3	Waste Income - Brown Garden Waste Bin Permit Charge	Cash	15,000	15,000			15,000	Saving likely to be achieved
Place	Environment	I McDonald	PLPOL4	Roads Charges Income	Permanent	12,000	12,000			12,000	Achieved
Place	Environment	I McDonald	PLPOL5	Land Services Burials income	Cash	10,000	10,000			10,000	Saving likely to be achieved
Place	Environment	I McDonald	PLPOL7	Waste Income - Increase in bulky waste collection charge	Cash	5,000		5,000		5,000	Full income may not be achieved in 2022/23 due to shortfall in demand
Place	Environment	I McDonald	PLPOL8	Waste Income - Introduction of charges for bins at new developments	Cash	3,000	3,000			3,000	Saving likely to be achieved
				TOTAL		50,000	45,000	5,000	0	50,000	

P&P	827,750	827,750	-	-	827,750
People	504,950	343,450	161,500	-	504,950
Place	505,390	417,390	48,000	40,000	505,390
Total	1,838,090	1,588,590	209,500	40,000	1,838,090
	-	86%		14%	-

People	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at December 2022	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at September 2022	Variance movement September to December 2022	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Strategic Director	(20)	65	85	0	85	**85**	0	Restructure historic saving not achieved .
Support & Wellbeing								
Strategy & Customer Services	710	531	(179)	0	(179)	**(152)**	(27)	**Libraries & Customer services:** - £(0.179)m underspend due to staffing vacancies and turnover. The movement of £(0.027)m is reduction across Supplies & Services forecast expenditure previously forecast on budget .
Leisure & Sports Development	1,252	1,181	(71)	0	(71)	10	(81)	**Sports Development:** forecasting £(0.025)m variance - Staffing underspends from discontinued programmes £(0.013)m Income shortfall on sports programs £0.106m part offset by reduction in associated staffing £(0.071)m and £(0.007m) supplies & services, Swimming £(0.040)m underspend as there is a delay in rollout/uptake capacity as this is the first year of program. **Leisure:** £(0.046)m underspend - **I**ncome shortfall £0.018m (Civic Halls & Community Centres), staff turnover and vacancies underspend £(0.095)m, Supplies & Services underspend £(0.021m) and unachievable Income saving of £0.052m across all leisure areas. The movement of £(0.081)m relates to staff turnover £(0.005)m, Leisure Income increase £(0.021)m, reduction in forecast spend on supplies & services £(0.014)m and £(0.041)m reduction in Swimming program (previously forecast on Budget).
Total Support & Wellbeing	**1,962**	**1,712**	**(250)**	**0**	**(250)**	**(142)**	**(108)**	
Education & Learning								
Devolved Schools	34,010	33,573	(437)	0	(437)	(212)	(225)	**Devolved Schools** are forecasting an underspend of £(0.437)m this consists of £(0.336)m Primary, staffing turnover and vacant posts. £(0.184)m Secondary - Staffing £(0.291)m, Per Capita £0.107m overspend . ASN Overspend £0.086m - being Staffing £0.036m and per capita £0.050m. There is a minor underspend of £(0.003)m in Early Years. Any underspend in Devolved budgets is moved to earmarked reserves at year end and is available for use in the next financial year. The movement of £(0.225)m is mainly further staff turnover within Primary & Secondary.
Early Years	10,782	10,173	(609)	0	(609)	(357)	(252)	**Early Years:** £(0.609)m underspend. Kidzone OOSC £0.026m overspend due to shortfall in income, Staffing is £(0.451)m underspent due to ongoing staff turnover, £(0.053)m underspend in payments to external nursery providers, £(0.014)m increase in fee income and £(0.117m) in unallocated 1140 hrs funding . Forecast includes full spend agianst the £0.300m additional funding for ELC Deferral Pilot. The movement of £(0.252)m relates to further staff turnover £(0.121)m, increase in forecast for fees & charges £(0.014)m and unallocated 1140 hrs funding of £(0.117)m.
ASN Non Devolved	6,747	6,808	61	0	61	202	(141)	**ASN Non Devolved:** £0.061m **overspend** - £0.071m overspend on pupil transport being Travel Escorts £0.026m and Pupil Transport £0.045m both demand led, £0.034m overspend on accessibility strategy (in line with previous years trends), £(0.050)m underspend on staffing relating to staff turnover and £0.006m overspend on various non staffing. The movement of £(0.141)m relates to further staff turnover £(0.053)m additional budget transferred from "flexibility" for additional teaching posts £(0.098)m and an increase in forecast expenditure in Accessibility Strategy £0.010m.
Primary Non Devolved	2,150	2,127	(23)	0	(23)	(72)	49	**Primary Non Devolved:** £(0.023)m **underspend** - £(0.023)m underspend in core primary non devolved, consisting of £(0.081)m underspend on teachers supply, £(0.069)m underspend in staffing as a result of turnover, £(0.023)m underspend on pupil transport, £0.150m overspend on non staffing (Parent pay charges £0.010m, Cleaning £0.030m, Seemis £0.070m, Maintenance & Repairs £0.040m. The movement of £0.049m relates to further staff turnover £(0.023)m, Bus contracts £0.018m, other small variances £0.003m and changes in assumptions around pay award & other funding £0.051m
Secondary Non Devolved	1,826	1,710	(115)	0	(115)	(9)	(106)	**Secondary Non Devolved:** £(0.115)m underspend - underspend in teachers supply; £(0.110)m with continuing difficulty in securing supply teachers, Staff turnover £(0.058)m, projected overspend on school transport of £0.050m due to inflationary pressures, and minor non staffing £0.003m. The movement of £(0.106)m relates to Teachers Supply Costs £(0.060)m, staff turnover £(0.030)m Bus contracts £(0.033)m due to strike day discount for fuel saving and £0.017m in various non staffing budgets
Pupil Equity Funding	2,343	2,343	(0)	0	(0)	(0)	(0)	**Pupil Equity Funding (PEF)** is allocated on an Academic Year basis and any underspend is carried forward with the requirement that it is fully spend by July of the following year.
Business Management	870	889	18	0	18	17	1	**Business Management** £0.018m overspend mainly staffing .
Other Areas	969	957	(12)	0	(12)	(22)	10	**In other areas -** Psychological Services no variance, School Crossing Patrols £(0.021)m, and Youth and Adult Services £0.009m combines to an underspend of £(0.012)m mainly within staffing. The movement of £0.010m relates to additional staff costs within CLD team previously funded by PEF.
Education & Learning Total	**59,697**	**58,580**	**(1,117)**	**0**	**(1,117)**	**(452)**	**(665)**	
Care & Protection								
Children's Commissioned Services	607	756	149	149		149	0	Overspend of £0.149m - Payments to Voluntary organisations. The level of spend on Voluntary Organisations has not varied significantly in the last 3 years, this continues to present an ongoing budgetary pressure within commissioned services.
Corporate Parenting	6,222	6,789	567	567	0	541	26	**£0.365m overspend in Kinship care**, due to increased number of children in Kinship placements (>190). Within the service, Kinship is viewed as a positive solution as it provides stability until the point where it is possible for the child to return to his/her parents. It is also the most affordable solution available. In the near future the service will commence a review of current kinship, with the main aim being to establish if amounts currently being paid to kinship carers is appropriate to the current circumstances. There is possibly a link between the increased Kinship cost and the underspend in Section 22 payments, ie some expenditure which in previous years would have been treated as Section 22 is now Kinship expenditure. This is being examined by the senior manager. **£0.092m overspend in staff costs relates primarily to Woodside**. An important factor in this is essential cover for long-term absences. The service is reviewing the delivery model for Woodside going forward. **£0.079m overspend in Homecare costs in Throughcare/Aftercare (TC/AC)**. This mainly relates to a period in which TC/AC was responsible for a young person immediately prior to their transfer to the Adult Service **£0.064m overspend in Fostering costs** of which: £0.028m relates to fostering costs with other local authorities (although this is an overspend, it is a reducing spend as two placements ended, £0.020m in internal fostering costs and £0.016m in External Fostering. Offset by: various underspends totalling £0.033m across other spending areas.
Fieldwork Children And Families	1,853	1,623	(230)	(230)	0	(61)	(169)	£0.203m underspend in employee costs due to delayed recruitment. £0.065m underspend in Section 22 Grant payments, this is being reviewed alongside a review of Kinship payments mentioned above. Underspends are partially offset by an increase of £0.029m for travel costs relating to client and pupil long distance contracts.
Residential Placements	3,439	3,870	431	431	0	258	173	**£0.410m overspend on residential placements,** an increase of £0.186m since last reported. This increase is largely down to 3 recently added emergency placements, one at £0.004m, one at £0.006m and one at £0.008m per week. Another placement initially forecasted to end in December is now likely to continue to end of 22-23 financial year. Plans are in place to move at least 2 of those young people to Woodside before end of March 2023. **£0.016m overspend in Supported accommodation.** This relates to 2 young people who have been moved from higher costed residential placements.
Strategy And Planning	250	250	0	0	0	4	(4)	No variance

People	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at December 2022	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at September 2022	Variance movement September to December 2022	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Management Support	1,122	1,051	(71)	(71)	0	(90)	19	**£(0.052)m underspend in employee costs within Business Support**. There have been some long and short term vacancies throughout the year but a couple of vacancies have now been identified as savings and will be removed in service redesign. **£(0.009)m underspend on Emergency Duty Costs** **Additional income of £0.010m due** to an increase in recharge income from other parties including Scottish Prison Service and and Criminal Justice Service
Permanence Team	339	181	(158)	(158)	0	(95)	(63)	£(0.158)m underspend in employee costs as a result of vacancies.
Early Interventions	1,506	1,525	19	19	0	80	(61)	Early Intervention as a business area now includes; Early Help Hub, Family Group Decision Making and Children With Disabilities. Overspends within this area are: £0.095m overspend in care packages within disabilities. This includes a £0.035m uplift in rates paid to personal assistants £0.018m overspend in payments to other agencies. Following a review, 2 service providers have been identified, who have been used regularly throughout the year, who's services are considered to be not sufficiently beneficial and will no longer be used. This will reduce other agency payments by approximately £0.005m Offset by: Underspends as follows: £(0.078)m in staffing in disability service. The two main factors in this are the OT access officer post having been vacant for entire financial year and the disability team leader post being filled on 0.5 basis. There is currently a plan to recruit a OT access officer post which will serve both childcare and adult care clients, to be jointly funded by both services. £(0.010)m underspend in respite costs £(0.004)m underspend in travel costs across the department, primarily reduced mileage by staff £(0.002)m underspend across other budget lines
Criminal Justice Service	1,428	1,437	9	9	0	0	9	Overspend of £0.036m in payments to voluntary organisations offset by an increase in recharges to Scottish Prison Services re staff and agency charges of £(0.027)m.
Community Justice	222	221	(1)	(1)	0	(1)	0	Small variance
Covid Funding	715	0	(715)	(715)	0	(734)	19	Funding to offset spend associated with Covid
Total Care & Protection	**17,703**	**17,703**	**0**	**0**	**0**	**51**	**(51)**	
Directorate Total	**79,342**	**78,059**	**(1,283)**	**0**	**(1,283)**	**(457)**	**(826)**	

Place	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at December 2022	Variance Forecast to Budget at September 2022	Variance movement September to December 2022	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategic Director	222	217	(5)	(1)	(5)	Small variance
Development	2,064	1,952	(112)	(41)	(72)	**Trading Standards:** £(0.025)m underspend - due to lower than estimated cost of service provided by Stirling Council, no movement. **Planning and Building standards:** £(0.024)m underspend, £0.004m movement - due to staffing vacancies. **Economic Development:** £(0.057)m underspend, £(0.068)m movement - underspend and movement due to increase in funding claimed due to an increase in clients and reduction in amenities spend **Environmental Health** - £(0.006)m underspend, £(0.008)m movement - small underspend and movement on staffing.
Environment	9,294	9,179	(115)	(6)	(109)	**Fleet:** £0.005m overspend, £0.012m movement - £0.102m overspend on diesel due to rising prices; £(0.048)m underspend in tyres and materials due to less mileage in vehicles and mix of tyres requiring replacement; £(0.028)m underspend, £0.012m movement in staffing; £(0.018)m underspend and movement due to an increase in income from modern apprentice funding and internal work across services; £(0.039)m additional income from wider services mainly due to avoidable repairs; £0.029m overspend on external vehicle maintenance due to the rising cost of oil based components and repairs that cannot be carried out internally and £0.011m various small overspends. **Streetcare:** £0.051m overspend, £0.002m movement - £0.072m overspend on overtime, which is a movement of £0.002m; £0.030m overspend on agency costs to cover absence and vacancies; £(0.051)m underspend due to staffing vacancies. **Waste Management:** £(0.173)m underspend, £(0.106)m movement - £0.052m overspend for share of transfer loading station and share of green waste costs (due to increase haulage costs passed on from service provider); £0.034m overspend, £(0.003)m movement due to reduced income from small traders tipping licence; £0.016m overspend, £(0.050)m movement in waste treatment due to an increase in waste treatment costs; £0.029m overspend, £0.005m movement from reduced income in commercial waste; £(0.032)m underspend in staffing; £(0.040)m underspend due to reduced spend on contractors not needed; £(0.199)m underspend, £(0.077)m movement due to additional income for waste transfer between Forthbank and Kelliebank; £(0.035)m various small underspends, movement of £0.019m. **Grounds Maintenance & Land:** £0.035m overspend, £(0.006)m movement - £0.066m overspend due to decrease in external income as businesses procure services in the private sector; £0.024m overspend, £(0.006)m movement in short term hire of vehicles; £0.050m overspend in contractors due to specialist knowledge required for specific work undertaken; £0.022m various small overspends. These overspends have been offset by £(0.127)m underspend due to staffing vacancies. **Land Services**: £0.020m overspend, £0.001m movement due to reduced income from hire of parks. **Roads:** £(0.053)m underspend, £(0.012)m movement - £(0.050)m underspend due to an increase in internal income for recharges; £(0.019)m underspend and movement on transport coordination charge from Stirling Council; £0.016m overspend on signs due to necessary sign replacement; £0.007m various small movements.
Housing	(87)	(128)	(41)	192	(233)	**Homelessness:** This service is now forecasting to underspend by £(0.033)m an improvement in £(0.202)m from September. The main reason for this is increased income from benefit which has been offset by additional purchase of furniture. **Strategic Housing:** There is now a small forecast underspend of £(0.008)m an improvement of £(0.020)m from previously reported. This is in relation to income from landlord registration and government grant.

Place	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at December 2022	Variance Forecast to Budget at September 2022	Variance movement September to December 2022	Narrative
	£'000	£'000	£'000	£'000	£'000	
Property	21,179	21,208	28	49	(20)	**Catering:** £0.100m overspend, £(0.046)m movement - £0.168m reduced income from overall school meal income as a result of decline in uptake of school meals; £(0.014)m underspend, £(0.012)m movement on food; £0.031m overspend on recharges from HRA for staff secondment; £(0.085)m underspend, £(0.024)m movement due to staffing vacancies; £(0.010)m various small movements. **Facilities:** £(0.011)m underspend, movement £(0.055)m due to staffing vacancies across cleaning and janitorial. **Utilities:** On budget **Property:** £(0.090)m due to vacancies, movement £(0.020)m. One of these is now filled. **Repairs & Maintenance:** £0.028m overspend and movement of £0.101m due to contractors level of repairs to buildings. **Property:** £0.002m overspend due to unachievable capitalised of salary costs result of staffing levels
Directorate Total	32,674	32,428	(246)	193	(439)	

Partnership & Performance	Annual Budget 2022/23	Forecast to Mar 2023	Variance Forecast to Budget at December	Variance Forecast to Budget at September	Variance movement September to December	Narrative
	£'000	£'000	£'000	£'000	£'000	
Strategic Director - P&P	91	91	(0)	(0)	(0)	**Strategic Director** : Forecast expenditure in line with budget. No movement.
Finance & Revenues	3,911	3,777	(134)	(156)	22	**Finance:** underspend £(0.138)m, movement £0.050m - £(0.162)m underspend on staffing due to vacancies, partially offset by £0.036m professional fees for external support and Audit Scotland £0.027m. £(0.020)m underspend on budget for IFRS16 system compliance (deferred) and Other Income £(0.016)m and Publications £(0.003)m. Movement due to staffing costs £0.044m, professional fees £(0.009)m, IFRS16 £0.005m, other income £(0.016)m and Audit Scotland £0.027m. Other movements £(0.001)m. **Revenues:** underspend £(0.096)m, movement £(0.030)m - £(0.166)m underspend in staffing due to vacancies, additional income of £(0.041)m, offset by an overspend in rent allowances/rent rebates of £0.092m, an overspend on Counci Wide postage of £0.024m and other small variances totalling £(0.005)m. Movement due to further staff savings £(0.027)m and additional income £(0.010) offset by continued overspend in rent allowances/rent rebates £0.018m and other small movements £(0.011)m. **SWF :** overspend £0.100m, movement £0.002m - due to Professional Fees overspend of £0.167m - Northgate contract, less Staff Costs savings of £(0.062)m and other underspend £(0.005)m. £0.047m provided from COVID funding to offset overspend on Crisis and Community Care Grants to individuals. Movement due to continued overspend on Northgate contract £0.017m, offset by further staff savings £(0.009)m and Other movements £(0.006).
HR & Workforce Development	1,755	1,722	(33)	(55)	22	**HR & Payroll :** underspend £(0.033)m, movement £0.022m - underspend due mainly to Staffing costs savings. Movement due to staff costs.
Legal & Governance	1,503	1,502	(1)	1	(2)	**Elections :** Overspend £0.022m, no movement. Shortfall in Grant income. **Legal & Democracy :** underspend £(0.015)m, movement £0.002m - underspend due to savings in Staffing costs. **Registrars :** underspend £(0.008)m, movement £0.004m. Small underspends and movements.
Partnership & Transformation	3,472	3,369	(104)	42	(146)	**IT :** underspend £(0.078)m, movement £(0.127)m. Underspend due to Computer Hardware Maintenance underspend £(0.042)m, computer software Maintenance underspend £(0.044)m and Staff Costs Savings due to vacancies £(0.019)m. This is partly offset by overspend on Telephony costs of £0.027m. Movement due to reduced telephony costs £(0.044)m, reduction of spend on computer hardware maintenance £(0.059)m, software manitenance £(0.044)m, somewhat offset by increased staff costs £0.018 and other small movements £0.002m. **Strategy & Performance :** underspend £(0.026)m, movement £(0.019)m. Underspend and movement due mainly to underspends on Voluntary Organisation Payments and Grants and Donations.
	10,732	10,460	(272)	(168)	(105)	

Corporate Budgets & Sources of Funding
Variances at December 2022   **Appendix 6**

Corporate	Annual Budget 2022/23 £'000	Forecast to March 2023 £'000	Variance Forecast to Budget at December 2022 £'000	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at September 2022 £'000	Variance movement September to December 2022 £'000	Narrative
Corporate Centrally Held	1,403	1,403	0	0	0	0	(0)	Nil variance
Corporate Services	(668)	(338)	330		330	584	(254)	corporate savings centrally held achieved within services - family friendly, turnover and mileage.
Misc Services - Non Distributed Costs	1,100	1,100	0			0	0	Nil variance
Central Support	(1,305)	(1,305)	0			0	0	Nil variance
Central Scotland Valuation Joint Board	453	453	0			0	0	Nil variance
Interest on Revenue Balances	(91)	(144)	(53)			(53)	0	Interest income forecast lower than budget due to low interest rates on deposits during the start of the year
Loans Fund Contribution	4,073	4,305	232			232	0	Premium charge
Contribution to Bad Debt Provision	200	200	0			0	0	Nil variance
Sources of Funding	(146,186)	(146,186)	0			0	0	
Directorate Total	**(141,021)**	**(140,512)**	**509**	**0**	**330**	**763**	**(254)**	

	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at December 2022	Variance Forecast to Budget at September 2022	Variance movement September to December 2022	Narrative
	£'000	£'000	£'000	£'000	£'000	
Employees						
Employee Expenditure	9,977	9,259	-718	-264	-455	Forecast includes the full impact of the pay award. There are Significant pressures across Menstrie/Ludgate with a combined overspend of £0.630m, which for 2022/23 only are being partly met by a contribution from Covid funding of £0.446m. These are underspends across a number of services including Integrated Mental Health £0.527m, Disability Day Care £0.178m and Business Support £0.046m and Reablement £0.151m
Employees Total	**9,977**	**9,259**	**-718**	**-264**	**-455**	
Long Term Care						
Nursing Homes	10,044	10,279	235	71	164	Budget includes allocation of £2.4m from growth funding/income re-alignment. Nursing Care numbers stand at 228, an increase of 20 since the start of the year. Numbers have been stable since September and no further growth is assumed in the projection however, the service is subject to volatility across the health and social care system.
Residential Homes	3,169	3,393	224	45	180	Residential Care numbers have remained stable at 48, the movement reflects an uplift in the agreed Scotland Excel Rates.
Long Term Care Total	**13,213**	**13,672**	**459**	**115**	**344**	
Community Based Care						
Care at Home	12,033	12,324	291	357	-65	Budget includes allocation of £3.306m from growth funding/income re-alignment, including £0.406m with respect to Covid excess demand. Weekly hours currently stand at around 14,000 compared to pre-covid levels of 10,000. Older People and Physical Disability remains relatively stable with the growth being primarily driven by new developments in Learning Disability. The projection is based on current commitment but is subject to volatility. The positive movement reflects the the allocation of Covid funding in relation to excess demand.
Day Care	230	213	-17	-27	11	
Direct Payments	1,254	1,280	26	90	-64	The budget includes a budget allocation of £0.301m from growth funding/income re-alignment. Movement is the result of a reduction in the number of payments.
Housing Aids and Adaptations	159	110	-49	-49	0	Underspend as a result of activity being less than budget capacity
Housing with Care	163	74	-90	-91	2	Underspend as a result of activity being less than budget capacity
Respite	129	158	29	-2	31	The movement is a result of increased allocation of respite breaks, increasing from 141 in September to 172.
Community Based Care Total	**13,968**	**14,159**	**191**	**277**	**-86**	
Misc Third Party Payments						
Payments to Oher OLA's/Agencies	16	152	136	104	32	Overspend relates to updated information on payments to other councils & NHS.
Voluntary Organisations	363	227	-136	-129	-7	Updated forecast to reflect agreed commitments for 22/23.
Misc Third Party Payments	564	865	302	141	161	Growth funding of £5.1m has been allocated in line with budget pressure pending a strategic budget re-alignment. Forecast includes Carers Act expenditure of £0.183m
Misc Third Party Payments Total	**942**	**1,244**	**302**	**116**	**186**	
Supplies and Services						
Premises Expenditure	11	77	66	86	-19	The budget covers cleaning materials within operational buildings. Overspend due to additional costs of materials due to increased covid related cleaning. The movement reflects cost pressures being less than anticipated.
Supplies and Services	403	477	74	147	-72	Includes equipment, food and insurance, postage, printing and administration. Movement relates to reduced forecast for MECS equipment.
Transport Expenditure	48	50	2	0	2	Small variance
Supplies and Services Total	**462**	**605**	**143**	**232**	**-90**	
Income						
Income	-4,770	-4,771	-0	0	-1	Client income. Surplus Income re-allocated in line with demand pressures
Resource Transfer (Health)	-8,625	-8,640	-15	-1	-15	Includes Income from NHS, integration funding and contributions for complex care. Surplus Income re-allocated in line with demand pressures.
Income Total	**-13,395**	**-13,411**	**-15**	**-0**	**-15**	
Total	**25,167**	**25,527**	**360**	**476**	**-116**	

Housing Revenue Account	Annual Budget 2022/23	Forecast to March 2023	Variance Forecast to Budget at December	Variance Forecast to Budget at September	Movement in variance December to September	Narrative
	£'000	£'000	£'000	£'000		
Employee expenditure	8,485	7,806	(679)	(497)	(182)	The Forecast underspend on staffing costs is £(607)k an increase of £(182)k from September. This increase has resulted from delay in progressing the restructure and from difficulties in recruiting to posts during the year, mainly Trades. There has been more of an emphasis on recruiting trades recently and this has been successful. The continued charging of staff to the General Fund while operating in that area has also contributed to the underspend.
Premises expenditure	1,416	1,555	139	109	30	Forecast overspend in void rent loss £75k an increase of £7k from September as numbers remain high. Utilities costs £31k and insurance £13k remain overspent. Costs of £20k are now forecast for payments to those tenants relocated from Westhaugh.
Transport expenditure	359	398	39	11	28	Now forecast to overspend by £39k as the extra costs of maintaining and running the fleet have increased.
Supplies and Services	2,666	2,374	(292)	(230)	(62)	The further delay in restarting the kitchen programme has resulted in an increase in the underspend for direct materials costs of £(52)k and scaffolding costs forecast to reduce by £(10)k.
Third Party Payments	1,392	1,917	525	265	260	Extra costs from Environment in respect of disposing of waste over the weighbridge and at polmaise remain unchanged at £202k over. Subcontractor payments are now forecast to overspend by £315k, an increase of £215k, as the services require an increased use of them partly in relation to the reduced employee expenditure above. Some of this increased cost will be reflected in increased income from capital for refurbishment of houses purchased. There is now a forecast overspend in Environmental estate costs of £23k and other various increases of £27k.
Support Services	1,204	1,204	0	0	0	No variance
Capital financing costs	1,707	1,448	(259)	(221)	(38)	Following no borrowing being required last year the forecast loans fund interest and expenses is lower than budget.
Total Gross Expenditure	**17,229**	**16,702**	**(527)**	**(563)**	**36**	
Income	(22,854)	(23,107)	(253)	109	(362)	Income in total is now expected to exceed budget by £(253)k. This is as a result of extra income from charges made for work done on the Capital Programme and General Fund buildings of £(176)k now giving an excess of £(118)k. The interst earned on the HRA Reserves is now forecast at £(168)k due to increasing interest rates, which is an increase of £(158)k from previously reported. There has also been an increase in income from houses and shops of £(16)k. The loss of income from charges and factoring continues.
Total Net Expenditure	**(5,625)**	**(6,405)**	**(780)**	**(454)**	**(326)**	

	Project Code	Revised 2022-23 Budget	Net Expenditure to 31/12/22	Forecast as to 31/03/23	Forecast to Budget Variance	Comment
SCOTTISH HOUSING QUALITY STANDARD						
TACKLING SERIOUS DISREPAIR						
PRIMARY BUILDING ELEMENTS						
Structural Works						
Structural Upgrades	10192	430,000	12,502	430,000	0	Spend will appear shortly for works completed at Stirling Street and Branshill Park Project due to start January. Will spend out
Asbestos Testing for Council Houses	10071	20,000	7,433	20,000	0	Reactive Budget
Asbestos Removal Works for Council Houses	10072	50,000	20,260	50,000	0	Reactive Budget
Structural Works		**500,000**	**40,195**	**500,000**	**0**	
SECONDARY BUILDING ELEMENTS						
Damp/Rot						
Damp & Rot Works	10195	120,000	164,280	200,000	80,000	Priority in this area following recent court case.
Damp/Rot		**120,000**	**164,280**	**200,000**	**80,000**	
Roofs / Rainwater / External Walls						
Roof & Render Upgrading Works	10196+10264	1,000,000	102,048	300,000	(700,000)	Delay in awarding and starting of contract. Project will continue in 2023-24
Roofs / Rainwater / External Walls		**1,000,000**	**102,048**	**300,000**	**(700,000)**	
Windows						
Window Replacement	10247	1,800,000	774,104	1,800,000	0	Programme in place work ongoing
Windows		**1,800,000**	**774,104**	**1,800,000**	**0**	
TOTAL		**2,920,000**	**1,040,432**	**2,300,000**	**(620,000)**	
ENERGY EFFICIENCY						
Central Heating - Design and Installation 2019-22	10193+10263	650,000	35,732	650,000	0	Small issue with boilers being managed through procurement means
Renewable Central Heating Systems	10232	60,000	171	60,000	0	Pilot Property Confirmed - will spend
Energy Performance Certificates Programme	10233	50,000	50,000	50,000	0	Complete
Internal Wall Insulation	10249	50,000	0	50,000	0	Pilot Property Confirmed - will spend
Full/Efficient Central Heating		**810,000**	**85,903**	**810,000**	**0**	
MODERN FACILITIES & SERVICES						
Kitchen Renewal						
Kitchen Replacement	10158	1,000,000	229,476	500,000	(500,000)	Due to start February 2023 - Operational Capacity now in place
Kitchen Renewal		**1,000,000**	**229,476**	**500,000**	**(500,000)**	
Bathrooms						
Bathroom Replacements	10141	50,000	41,896	50,000	0	Will spend out
Bathrooms		**50,000**	**41,896**	**50,000**	**0**	
		1,050,000	**271,372**	**550,000**	**(500,000)**	
HEALTHY, SAFE & SECURE						
Safe Electrical systems 2018-22	10171+10265	1,544,200	402,641	700,000	(844,200)	Testing this year only with remedial from 2023-24
Safe Electrical Systems		**1,544,200**	**402,641**	**700,000**	**(844,200)**	
Communal Areas (Environmentals)						
External Works : Fencing, Gates, Paths	10090	426,500	68,681	426,500	0	Contractor on site working through already committed programme. Land services will be doing work starting Janurary to improve stairs at Branshill Park
Secure Door Entry Upgrade 2021-25	10160	200,000	158,530	200,000	0	New Contractor in place spend ongoing - will spend out
CCTV Security	10250	100,000	0	100,000	0	spend ongoing - will spend out
Communal Areas (Environmentals)		**726,500**	**227,211**	**726,500**	**0**	
		2,270,700	**629,851**	**1,426,500**	**(844,200)**	
NON-SHS ELEMENTS						
PARTICULAR NEEDS HOUSING (CITC)						
Conversions & Upgradings						
Conversions & Upgradings	10092	70,000	28,750	70,000	0	Will spend out budget allocated already for works at 22 Stirling Street - There will be an overspill into the structural works code
Conversions & Upgradings		**70,000**	**28,750**	**70,000**	**0**	
Disabled Adaptations						
Aids & Adaptations	10161	500,000	172,364	300,000	(200,000)	Contract currently being procured through SPA to meet need demand. Property Contracts (internal) still carrying out weekly works however large spend will come from contractor.
Disabled Adaptations		**500,000**	**172,364**	**300,000**	**(200,000)**	
Environmental Improvements						
HRA Roads & Footpaths Improvements	10099	100,000	0	100,000	0	
Tenant Community Improvement Fund	10100	305,000	156,326	305,000	0	Argyll Place will be charged against this.
Environmental Improvements		**405,000**	**156,326**	**405,000**	**0**	
		975,000	**357,440**	**775,000**	**(200,000)**	
Council New Build Housing						

	Project Code	Revised 2022-23 Budget	Net Expenditure to 31/12/22	Forecast as to 31/03/23	Forecast to Budget Variance	Comment
Off The Shelf Purchase	10105	1,845,000	1,065,045	1,845,000	0	The strategy is to ensure that the budget is optimised on house purchase to help alleviate pressures that the lack of accommodation is causing elsewhere. Expected to purchase 31 this year.
Estate Management Redesign	10234	0	0		0	
Lochies Road Clackmannan	10248	1,385,000	0	85,000	(1,300,000)	Design Fees only this year offset by Grant with balance carried forward to complete project in 2023-24
Council New Build Housing		**3,230,000**	**1,065,045**	**1,930,000**	**(1,300,000)**	
		3,230,000	1,065,045	1,930,000	(1,300,000)	
OTHER						
Other Costs / HBMS						
Construction Design Management	10143	20,000	7,108	20,000	0	
Computer Equipment - New (HBMS)	10111	372,000	0	372,000	0	With procurement now requiring a mini competition expected to award in 2023 with implementation to start in 2023-24
Lock Up Strategy	10185	278,700	132,236	215,000	(63,700)	Plans in place for one more demolition.
Westhaugh Travelling Site - Alva	10186	0	-47,105	0	0	
IT Infrastructure - Clacks IT	10188	21,000	0	21,000	0	
Demolitions	10200	134,800	0	0	(134,800)	Was proposed for Glentana
Other Costs / HBMS		**826,500**	**92,238**	**628,000**	**(198,500)**	
TOTAL CAPITAL EXPENDITURE		**12,582,200**	**3,582,477**	**8,919,500**	**(3,662,700)**	
Sale of Council Property						
Sale of Council Houses	10112		(168,544)	(168,500)	(168,500)	
Sale of Council Property			**(168,544)**	**(168,500)**	**(168,500)**	
NET EXPENDITURE			**3,413,933**	**8,751,000**	**(3,831,200)**	

Expenditure as at 9th Jan 2023

Project ID	Project Manager	Project ID Description	Cluster Description	Amended Budget	Expenditure (to 09-01-23)	Commitments	Total Expenditure	Income	Projected Out-turn	Projected_(Under)/ Over_spend	Proposed C/fwd to 2023/24
				£	£	£	£	£	£	£	£
Community Investment Strategy											
All Clackmannanshire Areas											
10042	CJARVIE	Community Investment Grants	All Clackmannanshire Areas	60,000	39,875	-798	39,077	0	54,000	-6,000	5,000
10156	PLEONARD	City Deal (Land)	All Clackmannanshire Areas	36,250	0	0	0	0	0	-36,250	0
10174	SCRICKMAR	Fitness Suite Replacement	All Clackmannanshire Areas	12,000	-3,887	615	-3,272	0	12,000	0	0
10209	PLEONARD	City Deal RPMO	All Clackmannanshire Areas	100,000	0	100,000	100,000	0	100,000	0	0
10270	PLEONARD	City Deal - Japanese Garden	All Clackmannanshire Areas	750,000	587,181	0	587,181	0	750,000	0	0
10213	PLEONARD	Innovation Hub Delivery	All Clackmannanshire Areas	400,000	0	0	0	0	0	-400,000	400,000
10086	EFYVIE	Renewable Energy Projects	All Clackmannanshire Areas	80,000	0	0	0	0	0	-80,000	50,000
10246	LSANDA	WELLBEING HUB RESOURCING	All Clackmannanshire Areas	0	10,258	299	10,557	0	10,557	10,557	0
10251	LSANDA	Wellbeing Hub - Permanant	All Clackmannanshire Areas	370,313	11,523	54,637	66,160	0	280,000	-90,313	90,313
10267	LSANDA	CO2 Monitors in Schools	All Clackmannanshire Areas	0	46,883	0	46,883	0	46,883	46,883	0
NEW	M BOYLE	Free school Meals	All Clackmannanshire Areas	284,000	0	0	0	0	24,000	-260,000	260,000
			Total All Clackmannanshire Areas	2,092,563	691,833	154,753	846,586	0	1,277,440	-815,123	805,313
Alloa Cluster											
10000	JALLAN	Schools ICT Replacement - Alloa	Alloa Cluster	62,661	1,037	17,893	18,930	0	62,161	-500	0
10005	IMCDONALD	Park, Play Area & Open Space Improvement	Alloa Cluster	91,800	49,691	58,689	108,380	0	91,800	0	0
10006	AMORRISON2	Park Primary School - School Development	Alloa Cluster	359,265	17,977	58,058	76,035	0	76,035	-283,230	283,230
10007	JALLAN	School Interactive Display Replacement - Al	Alloa Cluster	4,935	3,039	1,896	4,935	0	4,935	0	0
10168	GMACLACHLAN	Forthbank Road Operational Facilities	Alloa Cluster	20,000	0	0	0	0	0	-20,000	20,000
10183	GSTUART	Forthbank Recycling Centre Improvements	Alloa Cluster	0	3,511	2,825	6,337	0	3,511	3,511	0
			Total Alloa Cluster	538,661	75,255	139,361	214,616	0	238,442	-300,219	303,230
Hillfoots Cluster											
10030	SCULLEN	Village and Small Town - Tillicoultry		100,000	0	0	0		100,000	0	0
10031	JALLAN	Schools ICT Replacement - Alva Academy	Hillfoots Cluster	42,373	3,737	0	3,737	0	41,870	-503	0
10035	JALLAN	School Interactive Display Replacement - Al	Hillfoots Cluster	3,935	3,039	758	3,797	0	3,934	-1	0
10039	SCULLEN	Village and Small Town - Dollar	Hillfoots Cluster	51,617	0	0	0	0	51,617	0	0
10118	AMORRISON2	Coalsnaughton Primary School - School Dev	Hillfoots Cluster	106,000	0	0	0	0	0	-106,000	106,000
10029	AMANZIE	Street Lighting Improvements - Tillicoultry &	Hillfoots Cluster	0	0	294	294		0	0	0
10032	PLEONARD	Alva Community Campus/Locality Hub/Prim	Hillfoots Cluster	0	0	9,573	9,573		0	0	0
10085	PLEONARD	Dumyat Visitor Hub	Hillfoots Cluster	0	0	14,330	14,330		0	0	0
10140	SCULLEN	Village and Small Town - Alva	Hillfoots Cluster	412,949	609,188	80,877	690,065	0	609,188	196,239	0
			Total Hillfoots Cluster	716,874	615,964	105,832	721,796	0	806,609	89,735	106,000
Lornshill Cluster											
10011	JALLAN	Schools ICT Replacement - Lornshill	Lornshill Cluster	73,036	4,207	47,876	52,084	0	72,536	-500	0
10014	AMORRISON2	Craigbank Primary School Refurbishment	Lornshill Cluster	-7,354	0	3,497	3,497	0	0	7,354	0
10015	SCULLEN	Safer Routes to School	Lornshill Cluster	705,918	0	43,080	43,080	0	705,918	0	0
10017	AMORRISON2	School Estate - Tullibody South Campus	Lornshill Cluster	50,000	24,045	186,875	210,920	0	24,045	-25,955	25,955
10020	JALLAN	School Interactive Display Replacement - Lo	Lornshill Cluster	38,555	0	38,555	38,555	0	38,555	0	0
10125	AMORRISON2	Banchory Primary School - School Developm	Lornshill Cluster	16,079	0	0	0	0	0	-16,079	16,079
10149	PLEONARD	Clackmannan Regeneration	Lornshill Cluster	1,562,550	160,565	1,389,323	1,549,888	0	160,565	-1,401,985	1,401,985
10024	PLEONARD	Clackmannan Primary School Refurbishmen	Lornshill Cluster	0	0	1,532	1,532		0	0	0

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Project ID	Project Manager	Project ID Description	Cluster Description	Amended Budget £	Expenditure (to 09-01-23) £	Commitments £	Total Expenditure £	Income £	Projected Out-turn £	Projected_(Under)/ Over_spend £	Proposed C/fwd to 2023/24 £
10043	PLEONARD	Lochies Primary School - School Developme	Lornshill Cluster	0	0	3,900	3,900		0	0	0
10034	IMCDONALD	Hillfoots Glen - Upgrading - Alva	Hillfoots Cluster	0	1,330	0	1,330		1,330	1,330	0
10164	CJARVIE	Clackmannan CAP	Lornshill Cluster	93,000	0	0	0	0	0	-93,000	93,000
			Total Lornshill Cluster	2,531,784	190,148	1,714,638	1,904,785	0	1,002,949	-1,528,835	1,537,019
Total Community Investment Strategy			**Total Community Investment Strategy**	5,879,882	1,573,200	2,114,584	3,687,783	0	3,325,439	-2,554,443	2,751,562
Fleet Asset Management Strategy											
10062	kphilliben	Vehicle Replacement	Fleet Asset Management Strategy	973,448	412,084	149,017	561,101	0	641,004	-332,444	332,444
Total Fleet Asset Management Strategy			**Total Fleet Asset Management Strategy**	973,448	412,084	149,017	561,101	0	641,004	-332,444	332,444
IT Asset Management Strategy											
All Clackmannanshire Areas											
10041	JALLAN	Schools ICT Replacement - All Primaries	All Clackmannanshire Areas	203,851	53,018	76,038	129,057	0	152,392	-51,459	51,459
10227	JALLAN	CRB System	All Clackmannanshire Areas	40,000	0	0	0	0	0	-40,000	0
10229	JALLAN	Interactive Screen Replacement (Secondary	All Clackmannanshire Areas	123,000	123,001	0	123,001	0	123,000	0	0
10230	JALLAN	ICT Replacement (Secondary Schools)	All Clackmannanshire Areas	0	0	0	0	0	0	0	0
10255	FCOLLIGAN	Digital Transformation - Work Smarter	All Clackmannanshire Areas	950,000	95,345	46,729	142,073	0	750,000	-200,000	200,000
10256	CJARVIE	IT Resourcing - Corporate	All Clackmannanshire Areas	165,300	0	0	0	0	165,300	0	0
10257	CJARVIE	IT Resourcing - Digital Rollout	All Clackmannanshire Areas	50,155	0	0	0	0	50,155	0	0
			Total All Clackmannanshire Areas	1,532,306	271,363	122,767	394,130	0	1,240,847	-291,459	251,459
IT Asset Management Strategy											
10064	JALLAN	IT Infrastructure	IT Asset Management Strategy	160,515	45,594	10,313	55,907	0	125,060	-35,455	35,455
10065	lbarker	Social services adaptations	IT Asset Management Strategy	75,000	0	0	0	0	0	-75,000	0
10253	lbarker	Tech Analogue to Digital Trans	All Clackmannanshire Areas	386,000	133,113	504,383	637,496	0	250,000	-136,000	136,000
10066	FCOLLIGAN	Social Services IT System	IT Asset Management Strategy	331,500	0	0	0	0	0	-331,500	0
10067	JALLAN	Digital Transformation	IT Asset Management Strategy	0	2,695	17,213	19,908	0	19,908	19,908	0
10187	JALLAN	Digital Infrastructure	IT Asset Management Strategy	605,827	1,675	21,000	22,675	0	3,645	-602,182	602,182
10202	JALLAN	Digital Learning Strategy	IT Asset Management Strategy	494,241	331,548	162,549	494,097	0	494,097	-144	144
10207	JALLAN	Digital Foundations : M365	IT Asset Management Strategy	43,833	995	23,420	24,415	0	1,105	-42,728	42,728
10210	JALLAN	Homeworking	IT Asset Management Strategy	17,355	3,173	14,174	17,347	0	17,347	-8	81
10225	JALLAN	Upgraded Telephony System	IT Asset Management Strategy	348,931	0	249,344	249,344		283,185	-65,746	65,746
10231	RSCOBBIE	Building Energy Management System	IT Asset Management Strategy	81,620	48,675	0	48,675	0	73,620	-8,000	8,000
			Total IT Asset Management Strategy	2,544,822	567,467	1,002,396	1,569,864	0	1,267,967	-1,276,855	890,336
Total IT Asset Management Strategy			**Total IT Asset Management Strategy**	4,077,128	838,831	1,125,164	1,963,994	0	2,508,814	-1,568,314	1,141,795
Land Asset Management Strategy											
Alloa Cluster											
10245	PLEONARD	West End Park Improvements	Alloa Cluster	119,158	48,148	1,720	49,868	0	77,781	-41,377	41,377
10262	AMORRISON2	St Mungos Primary - Demolition	Alloa Cluster	250,000	0	0	0	0	0	-250,000	250,000
				0							
			Total Alloa Cluster	369,158	48,148	1,720	49,868	0	77,781	-291,377	291,377

Project ID	Project Manager	Project ID Description	Cluster Description	Amended Budget £	Expenditure (to 09-01-23) £	Commitments £	Total Expenditure £	Income £	Projected Out-turn £	Projected_(Under)/ Over_spend £	Proposed C/fwd to 2023/24 £
Land Asset Management Strategy											
10061	GSTUART	Wheeled Bins	Land Asset Management Strategy	27,143	30,999	18,769	49,767	0	63,000	35,857	0
10258	GWRIGHT	Kilncraigs - Stone Preservation	All Clackmannanshire Areas	120,000	0	0	0	0	0	-120,000	120,000
10096	EFYVIE	Gartmorn Dam Country Park	Land Asset Management Strategy	22,000	0	0	0	0	0	-22,000	0
			Total Land Asset Management Strategy	169,143	30,999	18,769	49,767	0			
Total Land Asset Management Strategy			**Total Land Asset Management Strategy**	538,301	79,146	20,489	99,635	0	140,781	-397,520	411,377
Property Asset Management Strategy											
All Clackmannanshire Areas											
10224	NHERKES	Learning Estate Cleaning Equipment	All Clackmannanshire Areas	35,129	0	0	0	0	5,129	-30,000	30,000
10226	GWRIGHT	Wellbeing Hub - Demolition of ALB	All Clackmannanshire Areas	397,335	37,744	367,880	405,625	0	37,744	-359,591	359,591
10252	LSANDA	Wellbeing Hub - Interim Pool	All Clackmannanshire Areas	2,154,386	0	0	0	0	0	-2,154,386	0
10259	PLEONARD	Strategic Estates Enhancements	All Clackmannanshire Areas	315,000	0	0	0	0	0	-315,000	315,000
10254	SCRICKMAR	Capital Program Legal Resource	All Clackmannanshire Areas	110,000	23,668	4,935	28,603	0	110,000	0	0
10219	AMORRISON2	Learning Estate - Condition Surverys	All Clackmannanshire Areas	74,748	-10,000	0	-10,000	0	10,000	-64,748	64,748
10260	AMORRISON2	Learning Estates - Option Appraisals	All Clackmannanshire Areas	213,512	35,480	300	35,780	0	35,780	-177,732	177,732
10261	AMORRISON2	Learning Estates - Contingencies	All Clackmannanshire Areas	476,488	7,805	0	7,805	0	32,805	-443,683	443,683
			Total All Clackmannanshire Areas	3,776,598	94,698	373,115	467,813	0	231,458	-3,545,140	1,390,754
Alloa Cluster											
10191	EFYVIE	Town Centre Regeneration Fund	Alloa Cluster	455,472	170,140	43,608	213,748	0	455,472	0	0
10208	GWRIGHT	Bowmar Community Hub	Alloa Cluster	2,637	20,524	427	20,951	0	20,524	17,887	0
10214	GWRIGHT	Kilncraigs - Roof	Alloa Cluster	0	0	3,573	3,573	0	0	0	0
			Total Alloa Cluster	458,109	190,665	47,607	238,272	0	475,996	17,887	0
Property Asset Management Strategy											
10045	SGRAHAM	Statutory Compliance DDA Schools	Property Asset Management Strategy	17,000	0	7,849	7,849	0	17,000	0	0
10046	SGRAHAM	Compliance - Asbestos Removal (Schools)	Property Asset Management Strategy	10,000	0	0	0	0	5,000	-5,000	5,000
10212	PLEONARD	Car park works	Property Asset Management Strategy	64,905	0	18	18	0	0	-64,905	0
10220	SGRAHAM	Clackmannan Town Hall Roof and Wall Upg	Property Asset Management Strategy	1,078,852	785,250	354,282	1,139,532	0	1,065,002	-13,850	13,850
10221	SGRAHAM	Cemetery Walls Upgrade	Property Asset Management Strategy	298,784	0	0	0	0	0	-298,784	298,784
			Total Property Asset Management Strategy	1,469,541	785,250	362,149	1,147,398	0	1,087,002	-382,539	317,634
Total Property Asset Management Strategy			**Total Property Asset Management Strategy**	5,704,248	1,070,612	782,871	1,853,484	0	1,794,456	-3,909,792	1,708,388
Roads Asset Management Strategy											
All Clackmannanshire Areas											
10176	SCULLEN	Electric Vehicle Charge Points	All Clackmannanshire Areas	0	35,053	62,091	97,144	-129,507	35,053	35,053	0
10093	SCULLEN	Active Travel Route Railway Station	All Clackmannanshire Areas	25,000	0	0	0	0	0	-25,000	0
			Total All Clackmannanshire Areas	25,000	35,053	62,091	97,144	-129,507	35,053	10,053	0
Road Asset Management Strategy											
10049	SCULLEN	Flood Prevention	Road Asset Management Strategy	78,931	23,805	17,429	41,234	0	78,931	0	0
10050	SCULLEN	Cycle Routes	Road Asset Management Strategy	235,495	49,324	124,053	173,377	0	235,495	0	0
10051	GMACLACHLAN	Carriageways	Road Asset Management Strategy	2,532,142	1,874,570	721,234	2,595,805	0	2,532,142	0	0
10054	SCULLEN	Bridge Improvements	Road Asset Management Strategy	175,569	19,249	4,909	24,159	0	189,600	14,031	0

Project ID	Project Manager	Project ID Description	Cluster Description	Amended Budget	Expenditure (to 09-01-23)	Commitments	Total Expenditure	Income	Projected Out-turn	Projected_(Under)/ Over_spend	Proposed C/fwd to 2023/24
				£	£	£	£	£	£	£	£
10055	SCULLEN	Road Safety	Road Asset Management Strategy	0	21,464	10,646	32,110	0	21,464	21,464	0
10056	GMACLACHLAN	Lighting Replacement	Road Asset Management Strategy	303,423	231,826	282,056	513,882	0	231,081	-72,342	72,342
10218	SCULLEN	Bus Priority Rapid Development Fund	Road Asset Management Strategy	31,794	0	0	0		31,794	0	0
10172	SCULLEN	Parking Management Scheme	Road Asset Management Strategy	0	0	2,880	2,880		0	0	0
10222	SCULLEN	Active Travel Route - Alloa-Alva-Menstrie	Road Asset Management Strategy	30,000	0	0	0		30,000	0	0
			Total Road Asset Management Strategy	3,387,354	2,220,238	1,163,207	3,383,445	0	3,350,507	-36,847	72,342
Total Roads Asset Management Strategy			Total Roads Asset Management Strategy	3,412,354	2,255,292	1,225,298	3,480,589	-129,507	3,385,560	-26,794	72,342
		Total Capital Programme		20,585,361	6,229,164	5,417,422	11,646,587	-129,507	11,796,055	-8,789,306	6,417,908

CLACKMANNANSHIRE COUNCIL

Report to: Audit & Scrutiny Committee

Date of Meeting: 20 April 2023

Subject: Internal Audit Progress Report

Report by: Internal Audit Manager

1.0   Purpose

1.1   This report provides an update on 2022/23 Internal Audit work.

2.0   Recommendations

2.1   It is recommended that the Committee notes progress being made with completing the 2022/23 Internal Audit Plan.

3.0   Progress With Completing 2022/23 Internal Audit Plan

3.1   The 2022/23 Internal Audit Plan was agreed by Audit Committee on 27 October 2022. It set out sixteen assignment areas to be completed by the team during the year. This includes ten audit reports to be issued to Clackmannanshire Council (this does not include those reports issued to the Clackmannanshire and Stirling Integrated Joint Board or Central Scotland Joint Valuation Board). Members will recall when approving the Internal Audit Plan it was recognised that it had to be flexible, given that priorities, resource, and Directorate capacity have, and will continue to, fluctuate and change.

3.2   To date, four audit reports have been completed to final report stage and issued to Clackmannanshire Council. A summary of progress is set out at Appendix 1.

3.3   The findings arising from the two finalised reviews relating to Non Domestic Rates and Climate Change Act Public Body Duties Audit were presented to the Audit and Scrutiny Committee on 9 February 2023. Details on the scope of, and findings arising, from the two reviews finalised since then are at Appendix 2. The assurance is provided in line with the definitions at Appendix 3.

3.3   There are six audit reports to be completed (this does not include those reports issued to the Clackmannanshire and Stirling Integrated Joint Board or Central Scotland Joint Valuation Board): three of these are either at draft report stage or are in progress at fieldwork stage; and three reviews are yet to be started. We have deferred the audit reviews that haven't started into the 2023/24 Internal Audit Plan to ensure they are prioritised and actioned early in the year. A summary of progress with planned work is set out at Appendix 1.

4.0   Conclusions

4.1   The team are making good progress with 2022/23 Internal Audit work. This will contribute to a balanced and evidenced based year end opinion on arrangements for risk management, governance, and control. As previously advised, however, this is subject to change, and resource will be directed to where it adds most value.

5.0   Sustainability Implications

5.1   None Noted.

6.0   Resource Implications

Financial Details

6.1   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 ☐

6.2   Finance have been consulted and have agreed the financial implications as set out in the report.   Yes ☐

Staffing

6.3   No implications other than those set out in the report.

7.0   Exempt Reports

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

8.0   Declarations

8.1   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)

9.0 Equalities Impact

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

Yes ☐   No ☐

10.0 Legality

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

11.0 Appendices

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

- Appendix 1: Internal Audit Plan 2022/23 Progress at 31 March 2023

- Appendix 2: Internal Audit Plan 2022/23 Summary of Key Findings from Assignments Complete to Final Report Not Previously Reported to Committee

- Appendix 3: Definition of Internal Audit Assurance Categories

12.0 Background Papers

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

Yes ☐ (please list the documents below)   No ☐

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Isabel Wright	Internal Audit Manager	01324 506342

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership and Performance	

INTERNAL AUDIT PLAN 2022/23 PROGRESS AT 31 MARCH 2023

	Client / Directorate	Assignment	Status
Annually Recurring Assignments and Other Client Work			
1.	All Directorates	National Fraud Initiative	Ongoing co-ordination role
2.	All Directorates	Continuous Auditing	Ongoing; done twice yearly
3.	Place	Climate Change Act Public Body Duties Audit	**Final Report Issued** – Substantial Assurance
4.	All Directorates	Consultancy Work	Ongoing as and when requested
5.	Clacks and Stirling IJB	Agreed audit work at IJB Audit and Risk Committee held on 16 November 2022	Fieldwork Underway
6.	Central Scotland Valuation Joint Board	Agreed audit work at CSVJB held on 1 July 2022	Fieldwork Underway
7.	All Directorates	Work on Recommendations Outstanding	Ongoing co-ordination role
Committed Assignments			
8.	Partnership and Performance / All Directorates	Non Domestic Rates	**Final Report Issued** – Substantial Assurance
9.	All Directorates	Building Security	**Final Report Issued** – Limited Assurance
10.	Partnership and Performance / All Directorates	Payroll Transactional Testing	**Final Report Issued –** Limited Assurance
11.	Partnership and Performance / All Directorates	IT and Information Security Governance	Not Started / Deferred
12.	People / All Directorates	Purchase Order Arrangements at Clackmannanshire for Adult Social Care	Not Started / Deferred
13.	All Directorates	Physical Income Security Arrangements	Fieldwork Underway
14.	Partnership and Performance / People	Leisure Income Follow Up Review	Not Started / Deferred
15.	People	Refugee Schemes Governance	Fieldwork Underway
16.	All Directorates	Supplier Set Up and Bank Account Changes	Fieldwork Underway / Draft Report

INTERNAL AUDIT PLAN 2022/23 SUMMARY OF KEY FINDINGS ARISING FROM ASSIGNMENTS COMPLETE TO FINAL REPORT NOT PREVIOUSLY REPORTED TO COMMITTEE

Assignment	Directorate	Assurance
Building Security	All	**Limited**

Scope	Final Report Executive Summary
The purpose of this review was to follow up on progress with implementing the recommendations from our 2018/19 and 2019/20 reviews of Building Security Arrangements; and to evaluate and report on the adequacy of the controls in place to ensure that Clackmannanshire Council's operational buildings, and the contents therein, are secure. In May 2018, Internal Audit issued a report on building security arrangements. The report provided 'No Assurance' and contained four corporate recommendations that were subsequently agreed with the then Corporate Management Team. In January 2020, Internal Audit issued a further report on building security arrangements. This report included a follow up on the status of the four corporate recommendations from the 2018 review (no further corporate recommendations were made). We found that none of the 2018/19 recommendations were implemented and were 'pending', on the appointment of the Senior Manager (Property). Internal Audit, therefore, provided 'Limited Assurance'.	Internal Audit has reviewed the progress of the 2018/19 corporate recommendations with the Senior Manager (Property) and their current status was found to be partially implemented. We recommend, that action is taken to implement the building security corporate recommendations which have been outstanding since 2019. Consideration should be taken to creating a short term Building Security Working Group in order to take forward outstanding recommendations. There has, however, been a range of actions taken corporately since the 2018/19 audit to raise staff awareness and vigilance. Some of these were reported to the Audit Committee in April 2019 and again in September 2021, including: • A workplace security briefing was reissued on the intranet and communicated to all staff via a management cascade in early 2019 and November 2021; • Briefings were provided to Head Teachers as duty holders for school premises and work on duty holders' roles and responsibilities continues through the Council's Health and Safety Executive; • Intranet page on Connect (Safety and Your Security) provides supervisors and staff with a range of information and advice on building security; and • Premises Duty Holders have been appointed, and a Handbook to assist in fulfilling responsibilities effectively has been issued. Internal Audit undertook unannounced visits to a sample of 12 operational buildings and reviewed the physical security measures in place at each building. Particular emphasis was placed on buildings in which vulnerable people (e.g. pupils and elderly residents) were users. For 10 out of 12 operational buildings visited Internal Audit had previously gained unauthorised access as part of the building security reviews in 2018/19 and 2019/20. Robust security measures were found to be in place to prevent and deter unauthorised access to the majority of the sampled buildings. These included a combination of two or more of the following controls: • perimeter fencing around the building and the grounds; • remote locking entry doors to the main reception area; • intruder alarms; and • CCTV cameras. Out of the 12 unannounced visits access was gained to four properties. Examples of security weaknesses to be addressed: • Access to street lighting and roads equipment store by proceeding through the main gate; • Unauthorised entry to a school by proceeding through an open gate at the bus park and through an unlocked door; • Unauthorised access to a Resource Centre through an unlocked fire exit; and • Unauthorised entry through a main door by tailgating a member of staff.

Assignment	Directorate	Assurance
Payroll Transactional Testing	Partnership and Performance	**Limited**

Scope	Final Report Executive Summary
The scope of the review was to evaluate and report on the controls established to manage payroll related change transactions, including new starts; leavers; and overtime.	A sample of 117 transactions were selected. We were content that the information from the new start, leaver, and change forms were accurately input to iTrent by Payroll and HR with the changes reflected in the employee's pay. Bank account changes processed by Payroll had appropriately authorised supporting documentation and the change was accurately processed on iTrent. Some weaknesses, however, were found in the controls over the processing, checking, and authorising of Payroll changes. In particular, the insufficient delegated authority of Services iTrent 'reporting managers' and 'managers' approving change forms. In addition, the authorisation levels of these managers were not verified by Payroll and HR prior to processing. Overtime payments are approved within the Service, and processed directly onto iTrent by the reporting managers. There was a lack of audit trail for overtime payments provided by reporting managers which demonstrated non compliance with the Council's Overtime Authorisation Policy. This included evidence relating to the reason overtime was required, and the authorisation and monitoring of overtime and related duties. We also found evidence of late notification by Services of new starts, change of contractual hours, and leavers resulting in six back pay and three overpayment transactions. All back pay identified was found to have been accurately paid in the following month. All overpayments identified have been processed for recovery through the Council's Sundry Debtors in line with the Salary Overpayments Policy.

DEFINITION OF INTERNAL AUDIT ASSURANCE CATEGORIES

Level of Assurance	Definition
Substantial Assurance	Largely satisfactory risk, control, and governance systems are in place. There may be some scope for improvement as current arrangements may undermine the achievement of objectives or leave them vulnerable to error or abuse.
Limited Assurance	Risk, control, and governance systems have some satisfactory aspects. There are, however, some significant weaknesses likely to undermine the achievement of objectives and leave them vulnerable to an unacceptable risk of error or abuse.
No Assurance	The systems for risk, control, and governance are ineffectively designed and operated. Objectives are not being achieved and the risk of serious error or abuse is unacceptable. Significant improvements are required.

CLACKMANNANSHIRE COUNCIL

Report to: Audit and Scrutiny Committee

Date of Meeting: 20 April 2023

Subject: Internal Audit Plan 2023/24

Report by: Internal Audit Manager

1.0   Purpose

1.1.   This report presents a 2023/24 Internal Audit Plan for approval.

2.0   Recommendations

2.1   It is recommended that the Committee:

- notes the resources available to Internal Audit;

- notes that the plan is indicative and flexible;

- approves the Internal Audit Plan for 2023/24; and

- notes that progress will be reported to the Audit Committee on an ongoing basis.

3.0   Considerations

3.1   The Public Sector Internal Audit Standards 2017 (PSIAS) require the preparation of a risk based Internal Audit Plan setting out the team's annual work programme. For 2023/24, this has again been done within the context of a Joint Working Agreement with Falkirk Council (this Agreement covers the period to 31 March 2024).

3.2   Priorities, resource, and Directorate capacity has, and will continue to, fluctuate and change over the course of 2023/24. This Internal Audit Plan must be considered indicative and flexible. There is a chance that all planned assignments will not be completed as Internal Audit resource will continue to be directed to areas where there is the greatest need.

1

4.0   Clackmannanshire Council Internal Audit Plan: Internal Audit Resources and Reporting Arrangements

4.1   Internal Audit's role is to provide a balanced and evidence based opinion on the adequacy of the Council's arrangements for risk management, governance, and control.

4.2   To do this, the Internal Audit team must be:

- independent;

- objective in performing audit work; and

- adequately resourced, experienced, qualified, and knowledgeable.

4.3   The Internal Audit team are experienced and professionally qualified. The role, authority, and responsibility of the team is formalised within an Internal Audit Charter. The updated Charter was approved by the Committee at the August 2022 meeting. The Charter is clear that Internal Auditors will have no direct operational responsibility or authority over any of the activities audited, and that they must exhibit the highest level of professional objectivity at all times.

4.4   The resource available to deliver the 2023/24 Internal Audit Plan is summarised in the table below:

Activity	Planned Days
Annually Recurring Assignments	91
Committed Assignments	245
Other Client Work	45
Total	**381**

4.5   Key points relating to this table are:

- **Annually Recurring Assignments**: These are assignments that Internal Audit is committed to undertaking on an annual basis. They will be completed as demand requires, and time permits, over the course of the year. A summary of each of these assignments is set out at Appendix 1;

- **Committed Assignments**: It is inevitable that there will be changes to the council's risk profile over the course of the year. On that basis, Internal Audit will commit to undertaking a programme of assignments, however, a degree of flexibility is required to react to any changes in the Council's risk profile. Details of these reviews are set out at Appendix 2; and

- **Other Client Work:** This covers time allocated to the delivery of Internal Audit services to: Clackmannanshire and Stirling Integration Joint Board and Central Scotland Valuation Joint Board. Conclusions and findings

2

arising from this work will be reported to the relevant client Committee. A summary of this work is set out at Appendix 3.

4.6 As required by PSIAS, this Plan was developed taking account of key financial and other risks. This was done by:

- considering the Council's Corporate Risk Log;

- reviewing key governance documents (such as the Corporate Plan and Committee papers); and

- consulting with senior managers.

4.7 For each assignment a more detailed Terms of Reference will be agreed with the relevant Strategic Director prior to the commencement of fieldwork. This will be linked to the relevant corporate risk(s) and set out the scope of work to be undertaken.

4.8 On completion of each review, Internal Audit will issue a draft report to the Strategic Director. In most instances, this will include an opinion on the adequacy of risk management, governance, and control arrangements in the area under review, and an action plan setting out any recommendations for improvement. The assurance will be provided in line with the definitions set out at Appendix 4.

4.9 For some assignments no overall assurance will be provided. This may be the case where, for example, Internal Audit undertake work in relation to a developing system and issue a Position Statement rather than a full report (although recommendations may still be raised), or where we are involved as part of a longer term workstream.

4.10 Where Internal Audit makes recommendations, the Strategic Director will be required to provide formal responses (including action dates). The report and completed action plan will then form the final record of the assignment. Chief Officers are responsible for ensuring that all recommendations are implemented by the agreed action date, and the corporate Pentana system is used to monitor and manage this.

4.11 Recommendations are subject to a grading process, as per the table below. This ensures recommendations are addressed according to priority.

Grade	Description
1	Key risks and / or significant deficiencies which are critical to the achievement of the strategic objections. Consequently management needs to address and seek resolution urgently.
2	Risks or potential weaknesses which impact on individual objectives, or impact the operation of a single process, and so require prompt, but not immediate action by management.
3	Less significant issues and / or areas for improvement which we consider merit attention, but do not require to be prioritised by management.

3

4.12 Progress with completing the 2023/24 Internal Audit Plan will be reported to Committee throughout the year. Internal Audit will work closely with the Council's appointed External Auditors to ensure that work is co-ordinated and complimentary.

4.13 Each year, an Internal Audit Annual Assurance Report will be presented to Committee. This will give an overall opinion on the Council's risk management, governance, and control arrangements, based on the work Internal Audit has carried out over the course of the year.

5.0   Sustainability Implications

5.1.   None Noted.

6.0   Resource Implications

Financial Details

6.1.   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 ☐

6.2.   Finance have been consulted and have agreed the financial implications as set out in the report.   Yes ☐

Staffing

6.3.   No implications other than those set out in the report.

7.0   Exempt Reports

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

8.0   Declarations

8.1   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)

9.0   Equalities Impact

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

10.0   Legality

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

11.0   Appendices

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

- Appendix 1: Internal Audit Plan 2023/24 Annually Recurring
  Assignments.

- Appendix 2: Internal Audit Plan 2023/24 Committed Assignments.

- Appendix 3: Internal Audit Plan 2023/24 Other Client Work.

- Appendix 4: Definition of Internal Audit Assurance Categories.

12.0   Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Isabel Wright	Internal Audit Manager	01324 506342

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership and Performance	███████████

INTERNAL AUDIT PLAN 2023/24 ANNUALLY RECURRING ASSIGNMENTS

No.	Directorate	Purpose and Scope of Assignment
A01	All Directorates	**National Fraud Initiative** The National Fraud Initiative (NFI) is a bi-ennial counter fraud exercise using data matching to identify potential fraud and error. In Scotland, the NFI is administered by Audit Scotland, with the results of the data matching exercise made available to individual Councils via a secure website. Data matches relate to areas such as Housing Benefit, Council Tax Discount, Payroll, Pensions, and Creditors. The Internal Audit Manager and Senior Internal Auditor are 'key contacts' for Clackmannanshire Council. The role of the 'key contact' is to co-ordinate the gathering of data from Services and to upload that data to the secure NFI web portal (November 2022). The outcomes arising from Audit Scotland's data matching were released back to the Council in late January 2023. It is the responsibility of the 'key contacts' to co-ordinate and support Services in their investigation of those matches. **Risks Mitigated:** • Insufficient Financial Resilience; and • Failure to Address Serious Organised Crime.
A02	All Directorates	**Continuous Auditing** This will focus on the testing of payments to suppliers of goods and services to identify any potential duplicate amounts paid. Additional work this year on the rationalisation of suppliers; checking for any duplicates and also suppliers with the same details as employees. **Risk Mitigated**: • Insufficient Financial Resilience.
A03	Place	**Climate Change Act Public Body Duties Audit** The Climate Change (Scotland) Act introduced the requirement for public bodies to report on their climate change duties. The Council must submit an Annual Report to the Sustainable Scotland Network (SSN). This report must cover areas such as climate change governance, management and strategy, emissions, targets, and projects. Internal Audit will review reporting arrangements, and the accuracy of the information included in the report, prior to submission to the SSN. **Risk Mitigated:** • Continued Contribution to Climate Change
A04	All Directorates	**Consultancy Work** The Public Sector Internal Audit Standards are clear that the provision of ad hoc consultancy and advice to Services is a key element of Internal Audit's role. This time will be used to work closely with Services on things like: involvement in corporate projects and working groups; the provision of advice on guidance and controls; short term assignments requested by Services; and input into the investigation of actual or alleged irregularities.

No.	Directorate	Purpose and Scope of Assignment
A05	All Directorates	**Work on Recommendations Outstanding** All recommendations made by Internal Audit are uploaded to the Pentana performance management system, with accountability and responsibility for implementing each recommendation allocated to the relevant manager. While Internal Audit will not follow up on the implementation of all recommendations, we have allocated time to the targeted follow up of a sample of these.
A06	Internal Audit	**Public Sector Internal Audit Standards: Self Assessment** The Internal Audit team is required to operate in compliance with Public Sector Internal Audit Standards (PSIAS). The Internal Audit, Risk, and Corporate Fraud Manager must establish a quality assurance and improvement programme comprising annual self assessment and five yearly independent external assessment. The independent external assessment is expected to be carried out in quarter 2 of 2023/24.

INTERNAL AUDIT PLAN 2023/24 COMMITTED ASSIGNMENTS

No.	Directorate	Purpose and Scope of Assignment
A07	Partnership and Performance / All Directorates	**IT and Information Security Governance** This high level review will cover governance arrangements in relation to IT and information security, including accountabilities, roles (group and individual), responsibilities, and the framework of policies, guidance, and training. **Risk Mitigated:** • Information not managed effectively; • IT system failure; and • Health and Safety breach.
A08	People / All Directorates	**Purchase Order Arrangements at Clackmannanshire for Adult Social Care** This audit will test a sample of Adult Social Care payments made, and review purchase order and invoice authorisation to ensure compliance with policies and procedure. **Risk Mitigated:** • Insufficient financial resilience; and • Failure to address Serious Organised Crime.
A09	Partnership and Performance / People	**Leisure Income Follow Up Review** This review will follow up on the previous 2021/22 report to ensure recommendations have been implemented. This will include sample testing. **Risk Mitigated:** • Insufficient financial resilience.
A10	Partnership and Performance / All Directorates	**Freedom of Information Requests** We will review the arrangements. This will include legislative requirements; roles and responsibilities; monitoring; and reporting. **Risks Mitigated:** • Information not managed effectively.
A11	All Directorates	**Care Home Residents Monies** A review of the roles and responsibilities, policies and procedures, and security of residents bank accounts and cash. **Risks Mitigated:** • Information not managed effectively; • Insufficient financial resilience; and • Impact of poverty.

No.	Directorate	Purpose and Scope of Assignment
A12	Partnership and Performance / All Directorates	**Overtime Arrangements** Review the policy and procedures specifically around overtime arrangements. This will include sample testing. **Risks Mitigated:** • Insufficient financial resilience; and • Impact of poverty.
A13	Place / Partnership and Performance	**Energy Bills Support Scheme (EBSS)** We will review EBSS payment arrangement via a sample of applications. We will focus on assessing compliance with UK Government guidance. **Risks Mitigated:** • Insufficient financial resilience; and • Impact of poverty, inequality, or changing demographics.
A14	People	**School Admissions Policy** A review to ensure that the Policy is robust and adhered to. Risks **Mitigated:** • Attainment gap; • Harm to children; • Information not managed effectively; and • Impact of poverty, inequality, or changing demographics.
A15	Partnership and Performance / All Directorates	**Use of Purchase Cards** We will review purchase cards arrangements. This will include compliance with Financial Regulations, reviewing transaction limits and authorisations. **Risk Mitigated:** • Supply chain disruption; • Insufficient financial resilience; and • Organisational transformation.
A16	Partnership and Performance / All Directorates	**Community Benefits** Sample check contracts to understand if Community Benefits were agreed as part of the award of the contract; and if they have been completed, monitored, and reported appropriately. **Risk Mitigated:** • Impact of poverty, inequality, or changing demographics; • Information not managed effectively; and • Attainment gap.

INTERNAL AUDIT PLAN 2023/24 OTHER CLIENT WORK

No.	Service	Purpose and Scope of Assignment
A17	Clackmannanshire and Stirling Integration Joint Board	**Clackmannanshire and Stirling Integration Joint Board** NHS Forth Valley's Chief Internal Auditor fulfilled this role for the Integration Joint Board (IJB) for the three years since 01 April 2019. From 2022/23 that lead role transferred to the Clackmannanshire Council Internal Audit Manager for three years. The Internal Audit Plan for 2023/24 will be presented to the IJB Audit Committee in June 2023.
A18	Central Scotland Valuation Joint Board	**Central Scotland Valuation Joint Board** The Internal Audit Plan for 2023/24 will be presented to the Central Scotland Valuation Joint Board Audit Committee in June 2023.

DEFINITION OF INTERNAL AUDIT ASSURANCE CATEGORIES

Level of Assurance	Definition
Substantial Assurance	Largely satisfactory risk, control, and governance systems are in place. There may be some scope for improvement as current arrangements may undermine the achievement of objectives or leave them vulnerable to error or abuse.
Limited Assurance	Risk, control, and governance systems have some satisfactory aspects. There are, however, some significant weaknesses likely to undermine the achievement of objectives and leave them vulnerable to an unacceptable risk of error or abuse.
No Assurance	The systems for risk, control, and governance are ineffectively designed and operated. Objectives are not being achieved and the risk of serious error or abuse is unacceptable. Significant improvements are required.

CLACKMANNANSHIRE COUNCIL	THIS PAPER RELATES TO ITEM 11 ON THE AGENDA

Report to   **Audit & Scrutiny Committee**

Date of Meeting: 20th April 2023

Subject: **Local Government Benchmarking Framework 2021-22**

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

1.0 Purpose

1.1. This report presents a summary of Clackmannanshire Council's performance in the 2021/22 Local Government Benchmarking Framework (LGBF). This forms part of Councils' Public Performance Reporting duties, and was web-published by the statutory deadline of 31-Mar-2023. While this framework covers a range of Council services, a wide selection of other indicators are regularly reported through Directorate Business Plans and a range of other strategies and updates (https://www.clacks.gov.uk/council/performance/).

2.0 Recommendations

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

3.0 Considerations

3.1. Background to the Local Government Benchmarking Framework

3.1.1. Since the LGBF was introduced 10 years ago, progress in framework development has been limited in many areas, and concerns still exist around indicator validity, data integrity, reporting consistency and submission processes. A lack of robust satisfaction measurement, in particular, has not yet been resolved and these are among 22 indicators for which no 21/22 data is available in time for this report. Timeliness is another key concern where the national programme has not delivered the promised improvements, with authorities prevented from publishing 21/22 data until 17-Mar-2023, rendering it unusable as evidence in recent budget-setting, which is another key stated aim of the framework.

3.1.2. 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).

3.1.3. Data integrity and adherence to statutory duties is externally audited annually, and no concerns have been raised with Clackmannanshire's submissions for many years, as confirmed in Audit Scotland reports to Audit & Scrutiny Committee and predecessors (most recently 23-Mar-2023). The indicator summaries in Appendix A aim to follow recognised good practice from Audit Scotland, the European Foundation for Quality Management and other bodies. Information is presented in accordance with the Publication of Information (Standards of Performance) Direction 2018, set by the Accounts Commission.

3.1.4. 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 good performance management practice, such as setting targets in advance. In addition to some less significant changes to calculations for existing measures, the following indicators were added to the framework this year, providing baseline benchmarks to inform future target-setting:

Revenues & Payments - Crisis Grant decisions within 1 day;
                      - Community Care Grant decisions within 15 days;
                      - Scottish Welfare Fund budget spent at year end; and
                      - Discretionary Housing Payments funding spent at year end.

3.1.5. 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, with a lasting influence in some areas. In others, methodological changes either masked results or affected comparability with previous years. Therefore, the reporting format has been amended to better present this data, and trend-analysis extended to a period of 5 or more years to exclude some of the pandemic-related anomalies, while still taking cognisance of the relevant issues introduced during this period. We continue to develop approaches to improve the value performance and risk management adds to evidence-based decision-making and governance controls.

3.2.   Clackmannanshire Council's 2021/22 Annual Report

3.2.1. An effective performance management framework focuses on the four key areas of: Trends; Targets; Comparisons; and Causes. In addition to comparisons with other authorities, therefore, this report also summarises the other factors to present a more holistic assessment. Though it could be argued that some elements of this analysis are overly strict or lenient, the aim has been for balance.

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

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

3.2.4. Some figures may differ from those previously reported, either due to individual local authority revisions/corrections, or due to the change from reporting financials as 'cash' costs to 'real' costs, which are more comparable over time as they cancel out inflation using Treasury Deflators.

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 – Local Government Benchmarking Framework 2021/22 Annual Report

11.0   Background Papers

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

Yes   (please list the documents below)   No ✓

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	

Local Government Benchmarking Framework
2021/22 Annual Report

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk

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

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

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

Guidance & Definitions

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

Contents

High-level Summary & Analysis

Performance Summary

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

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

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

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

Council Performance

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

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

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

Average Rank by Indicator Type
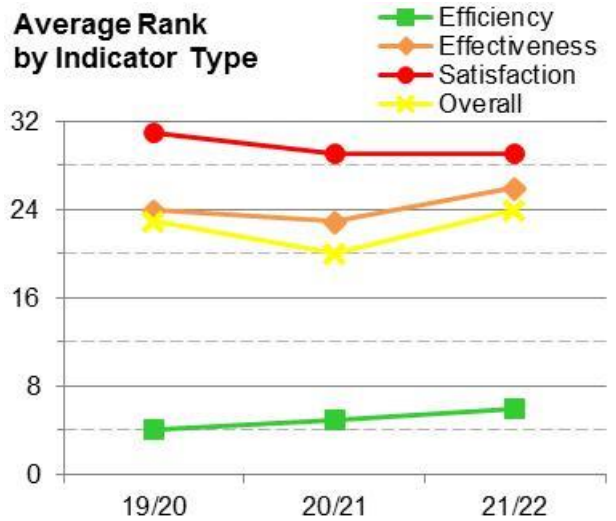
Quartile Distribution of 2021/22 Rankings
(Councils are sorted by Average Ranking, best performing Councils on left)
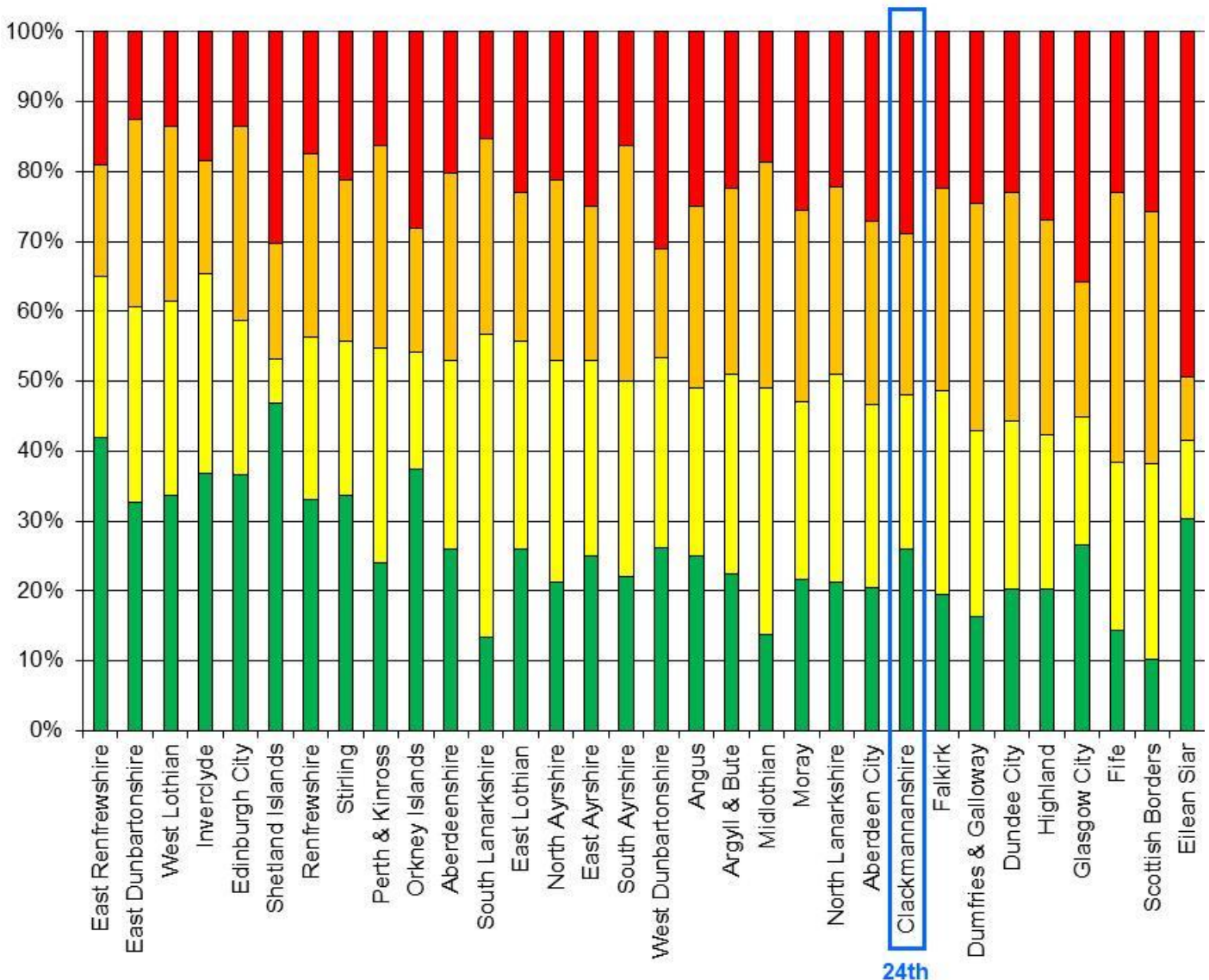
Summary by Service Area

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

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

Overall Summary — Number of Indicators

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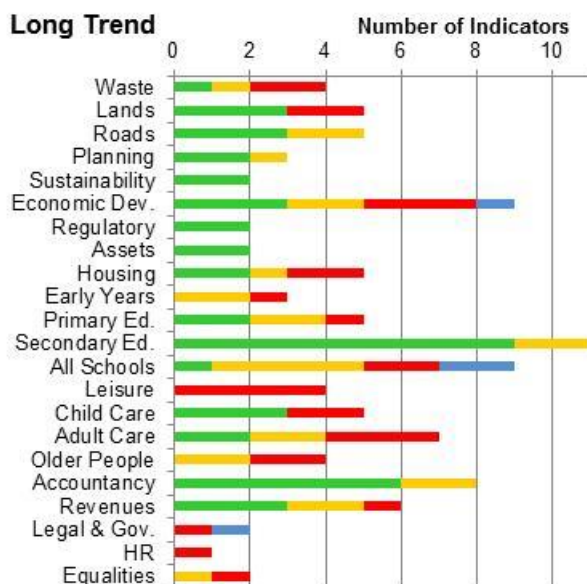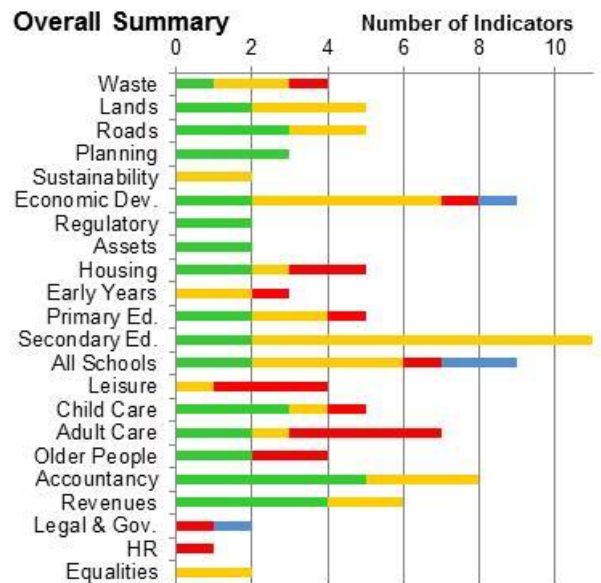
It cannot be denied that the public sector landscape has changed substantially since then and, with the discontinuation of the Clacks 1000 survey a number of years ago, there is now no consistent corporate approach to satisfaction measurement. Consultation is clearly still conducted in many service areas,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

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

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

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

Target Status — Number of Indicators

Costs as % of Total General Fund Budget

Clacks | Family Group | Scotland

Category	Clacks	Family Group	Scotland
Waste (Clacks rank 14)	2.43%	2.65%	2.60%
Lands (Clacks rank 17)	1.04%	1.17%	1.07%
Roads (Clacks rank 3)	1.65%	2.97%	3.33%
Planning (Clacks rank 4)	0.39%	0.57%	0.61%
Economic Development (Clacks rank 7)	2.16%	2.21%	3.65%
Regulatory (Clacks rank 2)	0.37%	0.57%	0.64%
Pre-school Education (Clacks rank 26)	6.14%	5.34%	5.26%
Primary Education (Clacks rank 24)	15.19%	14.73%	13.77%
Secondary Education (Clacks rank 12)	13.64%	14.35%	13.52%
Leisure (Clacks rank 1)	0.51%	1.23%	1.45%
Looked After Children (Clacks rank 32)	4.80%	3.02%	3.06%
Adult Care (Clacks rank 13)	21.45%	22.55%	21.94%
Support Services (Clacks rank 30)	5.73%	3.84%	4.07%
Non-LGBF Services	24.50%	24.80%	25.03%

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

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

Ranking Quartiles — **Number of Indicators**
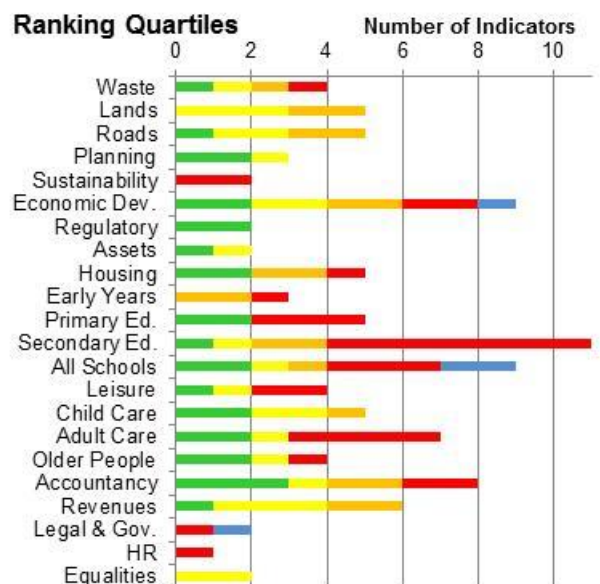
Average Rank - Wider Services

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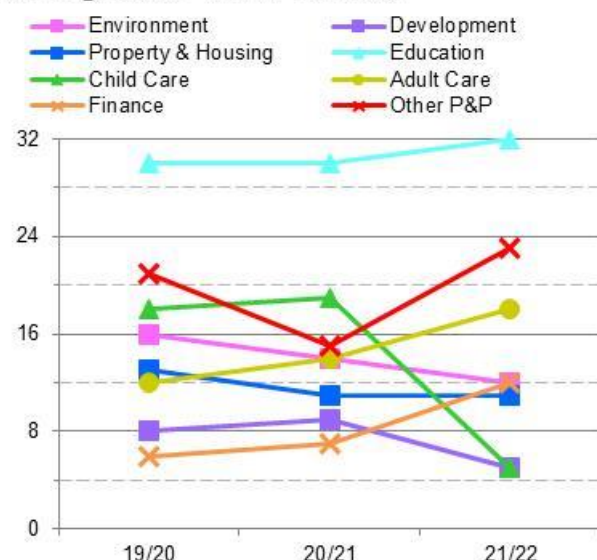
Many indicators detailed in this report are directly relevant to our broad and ambitious aims regarding inclusive growth and supporting businesses, jobs and employment in the area. Net zero goals are also represented, as are attainment, health & care, and some elements of poverty and equalities. The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

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

👍 Cost of refuse collection per premise

21/22	Clacks Value	Long Trend	Target	Status
	£50	⬇	£45	🔺

	Family Group	Scotland	Rank	Quartile
	£72	£70	3	▮▮▮▮

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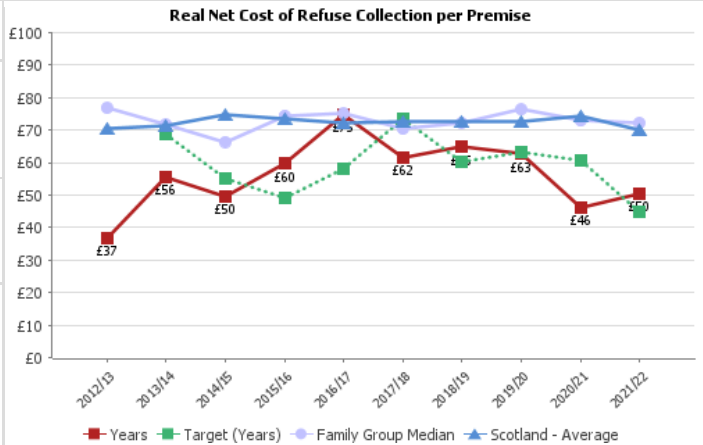
Real Net Cost of Refuse Collection per Premise

✊ Cost of refuse disposal per premise

21/22	Clacks Value	Long Trend	Target	Status
	£112	↔	£110	✅

	Family Group	Scotland	Rank	Quartile
	£102	£100	21	▮▮▯▯

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

Real Net Cost of Refuse Disposal per Premise
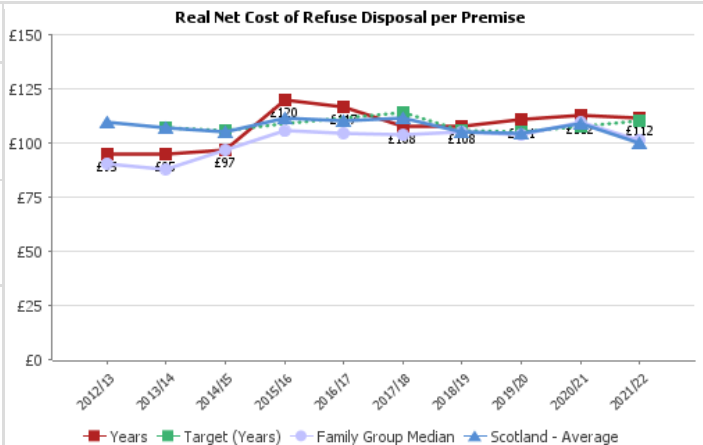
✊ Household waste composted or recycled

21/22	Clacks Value	Long Trend	Target	Status
	50.0%	⬇	48.6%	✅

	Family Group	Scotland	Rank	Quartile
	49.3%	42.7%	11	▮▮▮▯

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

% Household Waste Recycled/Composted
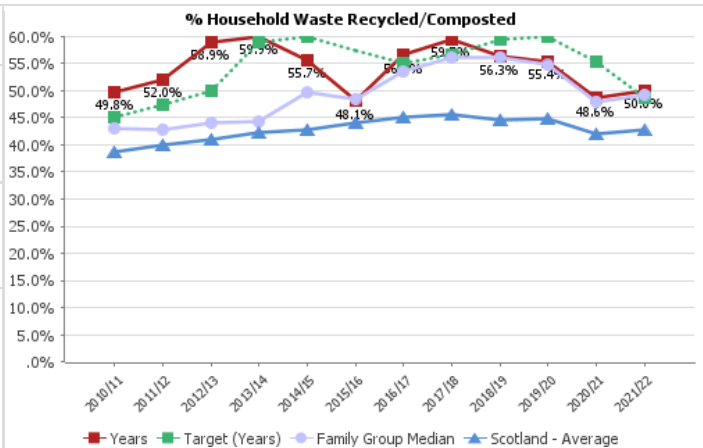
👎 Satisfaction with refuse collection (3 year avg.)

20/21	Clacks Value	Long Trend	Target	Status
	64.3%	⬇	74.3%	🔺

	Family Group	Scotland	Rank	Quartile
	80.8%	75.3%	30	▮▯▯▯

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

Satisfaction with Refuse Collection
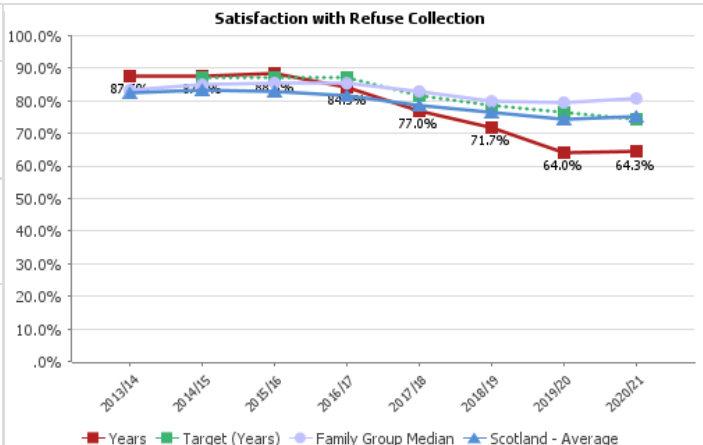
Cost of street cleaning per 1,000 population

	Clacks Value	Long Trend	Target	Status
21/22	£16,030	⬆ (red)	£14,478	🔺 (amber)

	Family Group	Scotland	Rank	Quartile
	£16,012	£14,848	22	▮▮▯▯

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

Real Net Cost of Street Cleaning per 1,000 Population

Chart values: £15,587, £17,611, £15,183, £15,124, £15,421, £14,953, £15,188, £14,374, £10,965, £11,183, £12,611, £16,030

Legend: Years, Target (Years), Family Group Median, Scotland - Average

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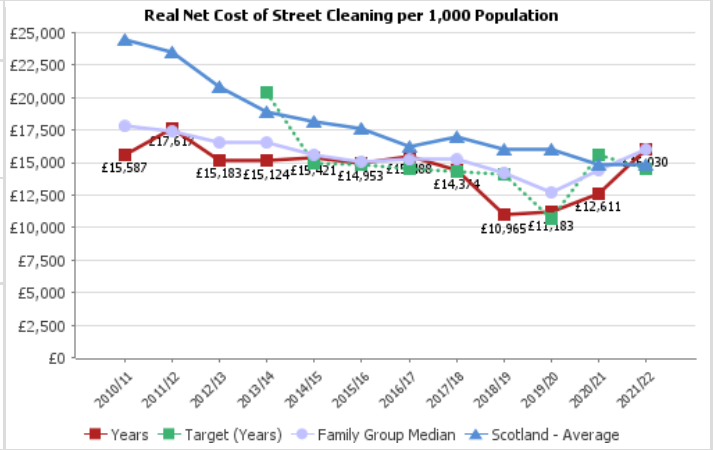
Street cleanliness score (% 'acceptable')

	Clacks Value	Long Trend	Target	Status
21/22	90.4%	↔ (green)	90.1%	✅

	Family Group	Scotland	Rank	Quartile
	90.1%	89.7%	14	▮▮▮▯

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

Street Cleanliness Score

Chart values: 94.9%, 95.2%, 93.6%, 95.0%, 96.0%, 96.3%, 94.7%, 93.5%, 92.9%, 95.1%, 89.6%, 90.4%

Legend: Years, Target (Years), Family Group Median, Scotland - Average

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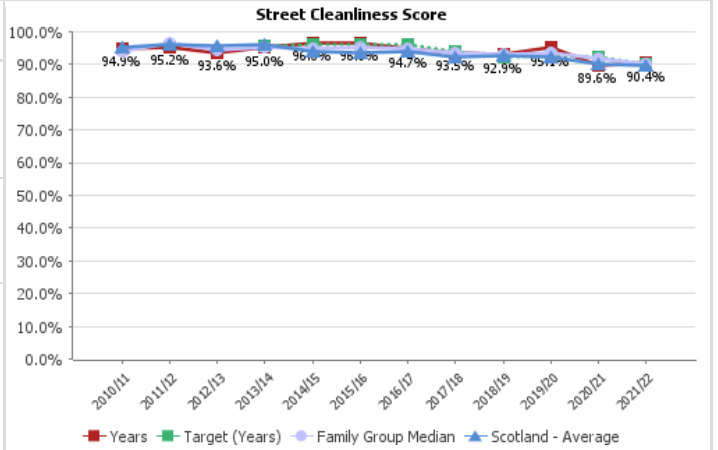
Satisfaction with street cleaning (3 year average)

	Clacks Value	Long Trend	Target	Status
20/21	63.3%	⬇ (red)	62.6%	✅

	Family Group	Scotland	Rank	Quartile
	61.8%	60.0%	17	▮▮▯▯

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

Satisfaction with Street Cleaning

Chart values: 76.9%, 77.0%, 80.7%, 76.2%, 62.7%, 56.6%, 55.0%, 63.3%

Legend: Years, Target (Years), Family Group Median, Scotland - Average

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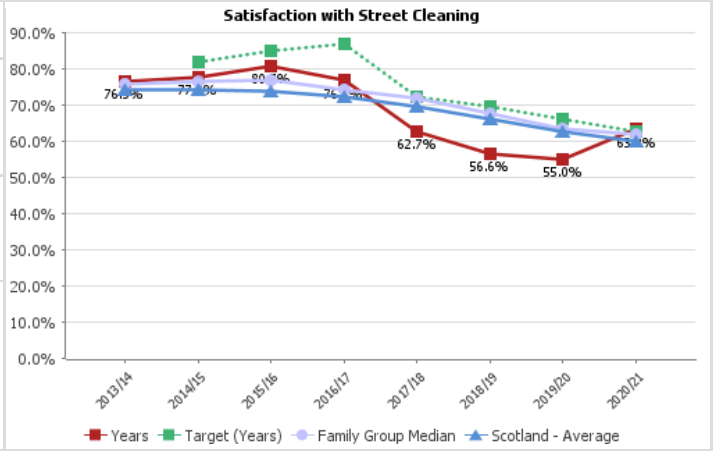
Cost of parks & open spaces per 1,000 population

	Clacks Value	Long Trend	Target	Status
21/22	£18,356	⬇ (green)	£14,258	🛑

	Family Group	Scotland	Rank	Quartile
	£22,306	£20,298	15	▮▮▮▯

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

Real Cost of Parks & Open Spaces per 1,000 Population

Chart values: £40,087, £33,079, £28,160, £26,416, £30,095, £21,696, £29,582, £15,335, £14,591, £20,363, £14,653, £18,356

Legend: Years, Target (Years), Family Group Median, Scotland - Average

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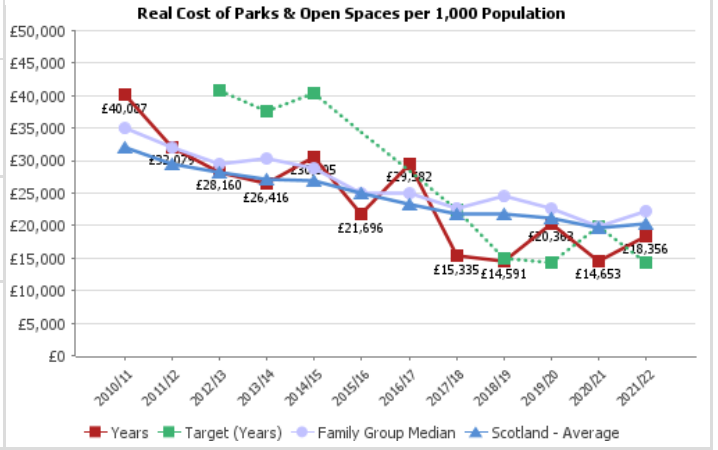
Satisfaction with parks & open spaces (3 yr avg.)

	Clacks Value	Long Trend	Target	Status
20/21	87.4%	↔	83.5%	✅

	Family Group	Scotland	Rank	Quartile
	86.7%	85.5%	15	▮▮▮▯

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

Satisfaction with Parks & Open Spaces

83.2% 85.3% 86.7% 88.0% 87.0% 82.7% 84.0% 87.%

Years — Target (Years) — Family Group Median — Scotland - Average

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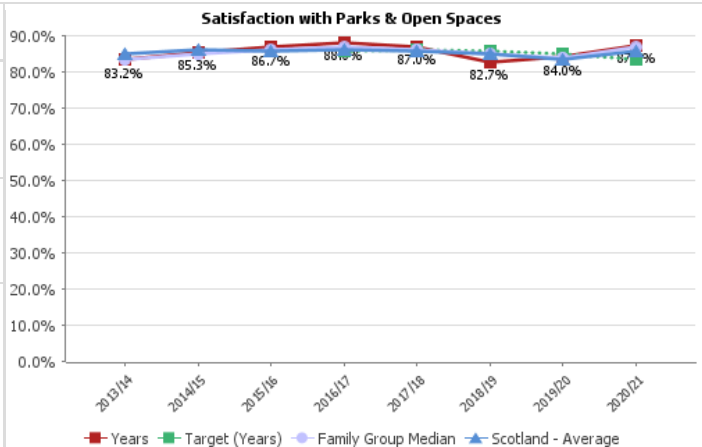
Roads & Transportation   Place Directorate – Environment Services

Cost of maintenance per kilometre of road

	Clacks Value	Long Trend	Target	Status
21/22	£9,564	⬇	£9,370	✅

	Family Group	Scotland	Rank	Quartile
	£16,882	£11,108	13	▮▮▮▯

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

Real Cost of Maintenance per km of Road

£13,349 £11,575 £19,361 £13,191 £16,351 £16,383 £18,653 £19,367 £19,120 £17,935 £13,314 £9,564

Years — Target (Years) — Family Group Median — Scotland - Average
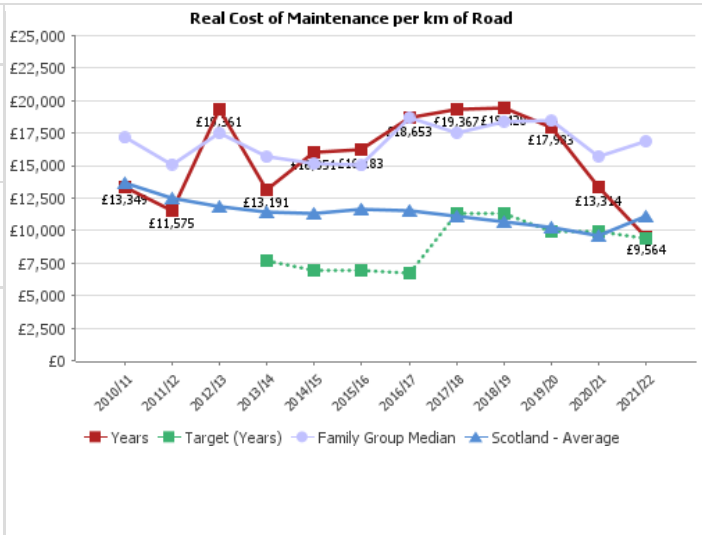
A class roads that should be considered for treatment

	Clacks Value	Long Trend	Target	Status
21/22	26.9%	⬆	25.0%	🔺

	Family Group	Scotland	Rank	Quartile
	24.1%	27.6%	19	▮▮▯▯

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

A Class Roads - Road Condition Indicator

26.4% 23.8% 21.8% 30.1% 26.1% 23.0% 22.2% 25.1% 24.3% 24.8% 26.% 26.%

Years — Target (Years) — Family Group Median — Scotland - Average

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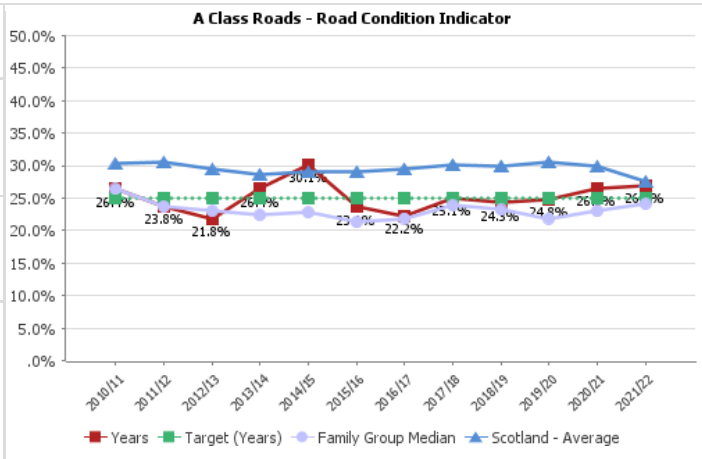
B class roads that should be considered for treatment

21/22	Clacks Value	Long Trend	Target	Status
	19.0%	⬇	20.0%	✅

	Family Group	Scotland	Rank	Quartile
	26.3%	33.6%	4	▮▮▮▮

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

B Class Roads - Road Condition Indicator
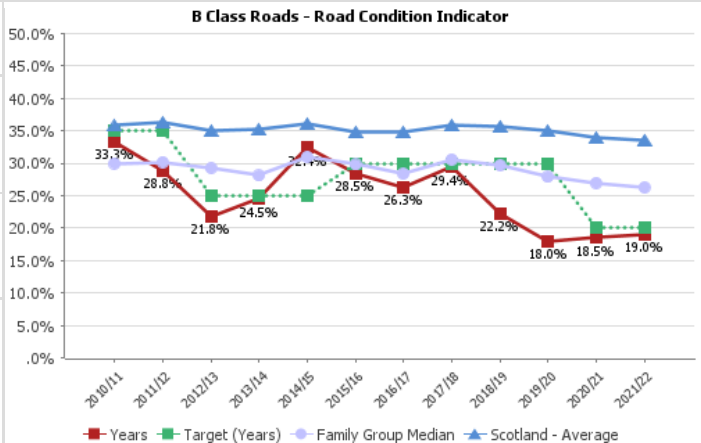
C class roads that should be considered for treatment

21/22	Clacks Value	Long Trend	Target	Status
	27.0%	⬇	30.0%	✅

	Family Group	Scotland	Rank	Quartile
	32.0%	33.2%	9	▮▮▮▯

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

C Class Roads - Road Condition Indicator
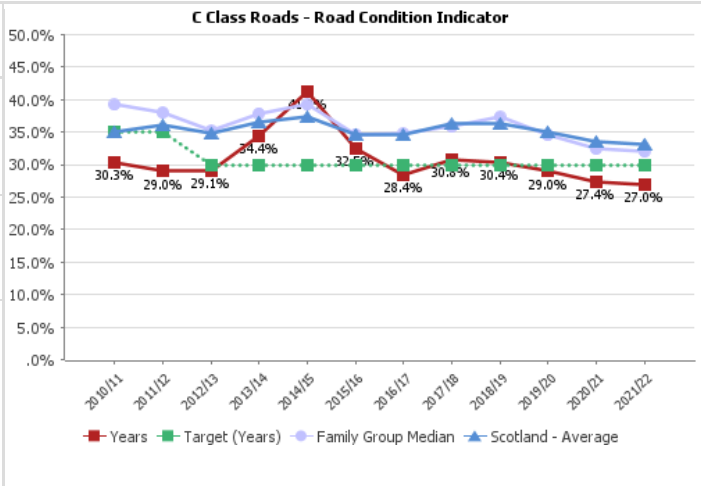
Unclassified roads that should be considered for treatment

21/22	Clacks Value	Long Trend	Target	Status
	40.8%	↔	42.0%	✅

	Family Group	Scotland	Rank	Quartile
	33.4%	36.7%	21	▮▮▯▯

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

Unclassified Roads - Road Condition Indicator
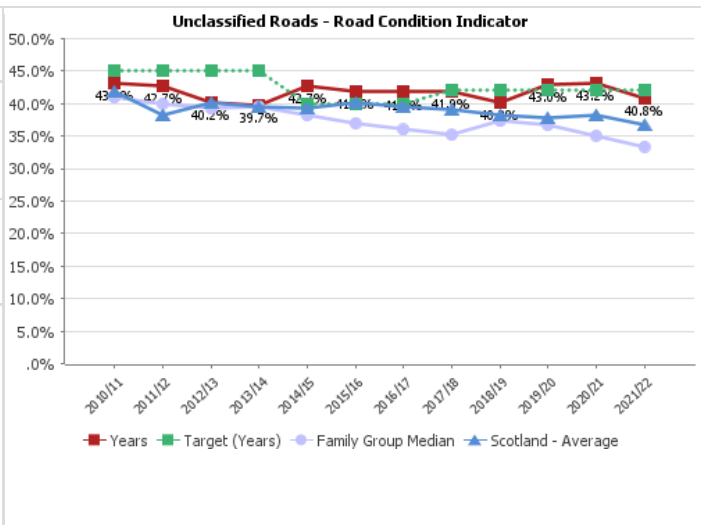
Cost per local planning application

21/22	Clacks Value	Long Trend	Target	Status
	£3,359	⬆	£4,981	✅

	Family Group	Scotland	Rank	Quartile
	£4,272	£4,337	7	▮▮▮▮

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

Real Cost per Local Planning App

Chart values: £3,498, £3,187, £4,365, £3,660, £4,359, £8,097, £3,243, £3,161, £2,787, £2,969, £3,671, £3,359

Legend: Years = Clacks annual value; Target (Years); Family Group Median; Scotland - Average
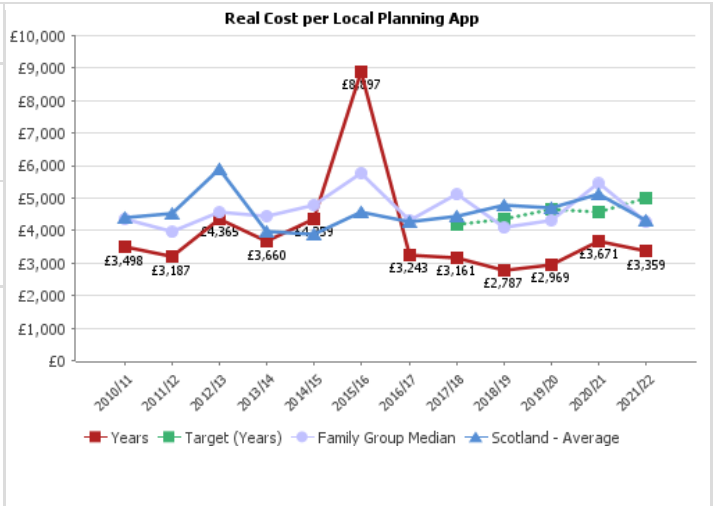
Average weeks to process commercial planning applications

21/22	Clacks Value	Long Trend	Target	Status
	7.2	⬇	11.1	✅

	Family Group	Scotland	Rank	Quartile
	10.3	11.7	4	▮▮▮▮

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

Avg. Weeks Commercial Planning Apps

Chart values: 8.6, 6.3, 5.9, 6.1, 9.5, 8.2, 7.6, 6.3, 6.5, 7.2

Legend: Years; Target (Years); Family Group Median; Scotland - Average
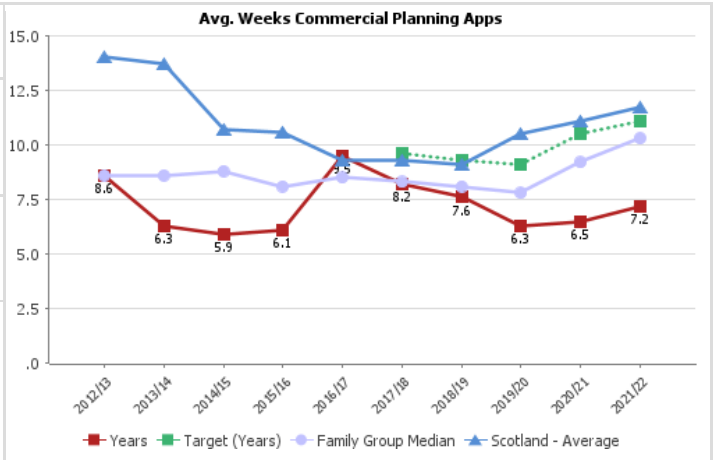
Immediately available employment land (as % of Local Development Plan employment allocation)

21/22	Clacks Value	Long Trend	Target	Status
	68.0%	⬆	38.9%	✅

	Family Group	Scotland	Rank	Quartile
	49.6%	27.2%	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. These permissions were expected last year but have been delayed for reasons outwith Planning authority control.

Immediately Available Employment Land (OP5)

Chart values: 28.1%, 19.0%, 9.1%, 9.1%, 5.3%, 68.5%, 68.5%, 68.0%

Legend: Years; Target (Years); Family Group Median; Scotland - Average
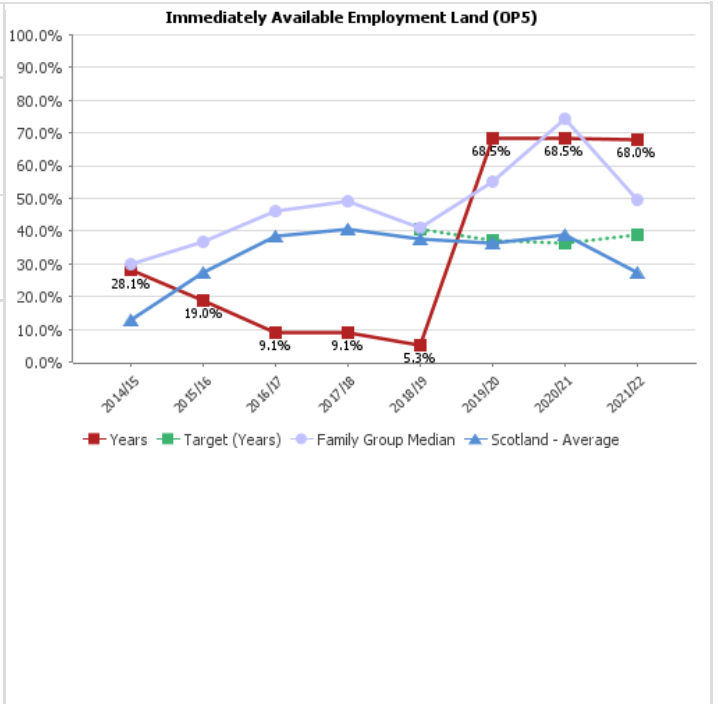
👆 CO₂ emissions per capita - all emissions

20/21	Clacks Value	Long Trend	Target	Status
	9.1 tonnes	⬇	9.0 tonnes	✅

	Family Group	Scotland	Rank	Quartile
	4.1 tonnes	4.6 tonnes	28	🟥⬜⬜⬜

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

CO2 Emissions per Capita (LGBF)
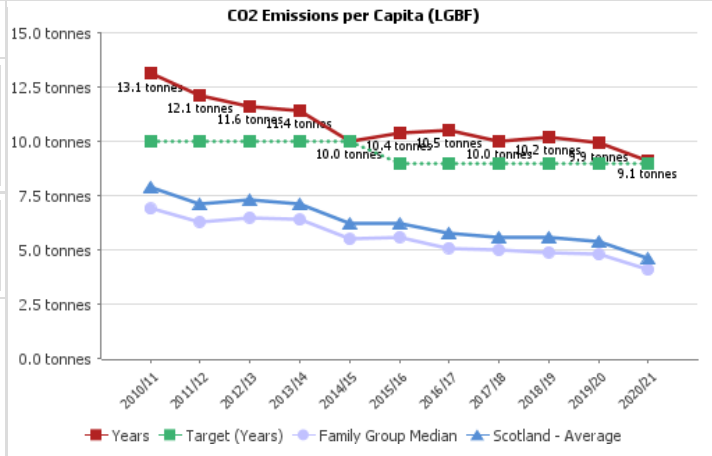
👆 CO₂ emissions per capita - emissions within Local Authority scope

20/21	Clacks Value	Long Trend	Target	Status
	6.2 tonnes	⬇	6.0 tonnes	✅

	Family Group	Scotland	Rank	Quartile
	3.7 tonnes	4.1 tonnes	31	🟥⬜⬜⬜

The rationalisation of the Council's building portfolio has been a significant factor in the reduction as has the national decarbonisation of the gas and electricity network. Inroads are also being made into electrifying our fleet transport and ongoing energy efficiency projects are contributing towards the reductions. As the Council implements its Climate Change Strategy and Action Plan and its Regional Energy masterplan, greater reductions are expected.
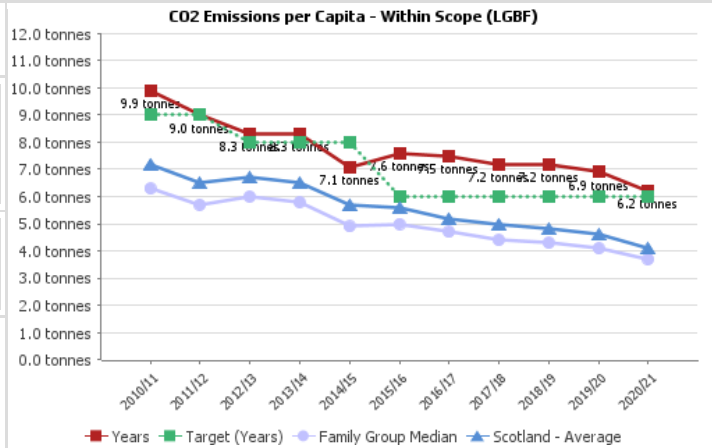
CO2 Emissions per Capita - Within Scope (LGBF)

👆 Cost of Economic Development & Tourism per 1,000 population

21/22	Clacks Value	Long Trend	Target	Status
	£71,116	⬆	£88,494	✅

	Family Group	Scotland	Rank	Quartile
	£70,305	£119,388	10	🟧🟧🟧⬜

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

Real Cost of Economic Development per 1,000 Population
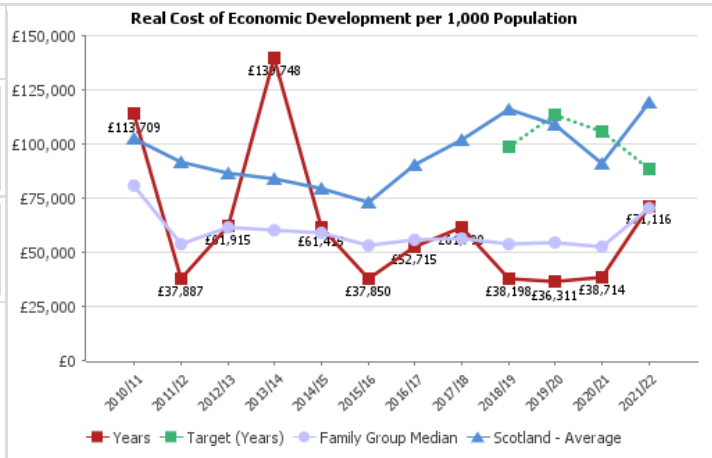
Business gateway startups per 10,000 population

	Clacks Value	Long Trend	Target	Status
21/22	16.1	⬇️	11.2	✅

	Family Group	Scotland	Rank	Quartile
	16.7	14.4	18	🟧🟧🟧⬜

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

Business Gateway Startups per 10,000 Pop

Legend: Years — Target (Years) — Family Group Median — Scotland - Average

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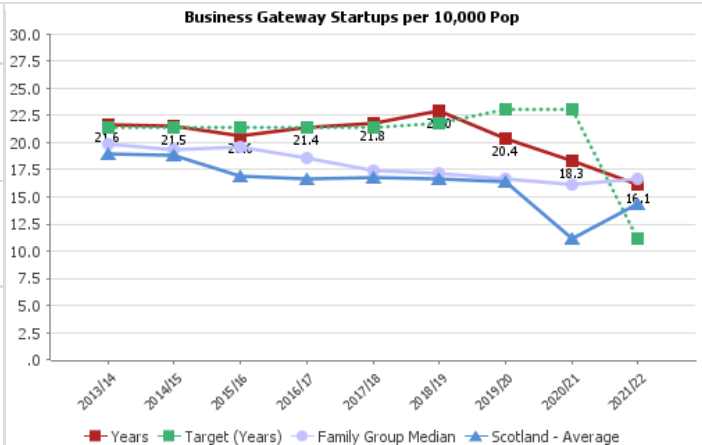
Town vacancy rate (vacant retail units as % of total units) - Alloa town centre only

	Clacks Value	Long Trend	Target	Status
21/22	18.6%	⬆️	13.1%	🛑

	Family Group	Scotland	Rank	Quartile
	11.7%	11.4%	30	🟥⬜⬜⬜

Increase of 14 vacant units compared to previous year.

Town Centre Vacancy Rate (SLAED OC8)

Legend: Years — Target (Years) — Family Group Median — Scotland - Average

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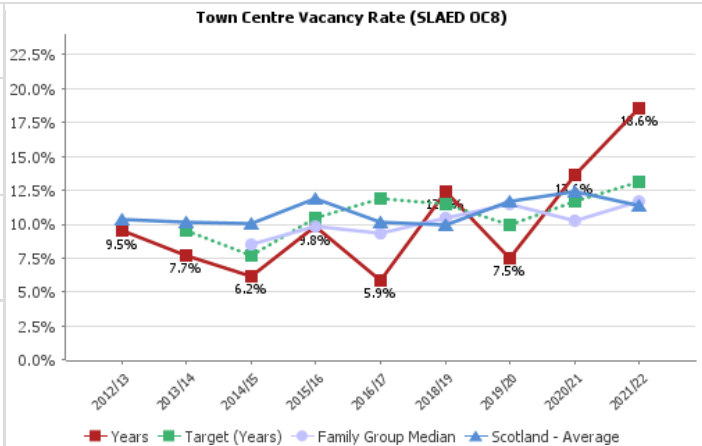
Gross Value Added (per capita)

	Clacks Value	Long Trend	Target	Status
20/21	£21,038	↔️	£28,012	🛑

	Family Group	Scotland	Rank	Quartile
	£18,810	£25,371	17	🟧🟧⬜⬜

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

Real Gross Value Add (per Capita)

Legend: Years — Target (Years) — Family Group Median — Scotland - Average

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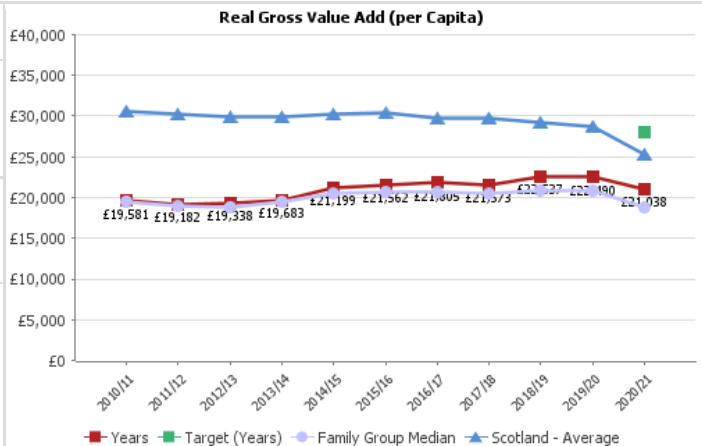
Properties with Superfast Broadband

	Clacks Value	Long Trend	Target	Status
21/22	98.2%	⬆️	93.8%	✅

	Family Group	Scotland	Rank	Quartile
	97.1%	94.1%	5	🟩🟩🟩🟩

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

Properties with Superfast Broadband

Legend: Years — Target (Years) — Family Group Median — Scotland - Average

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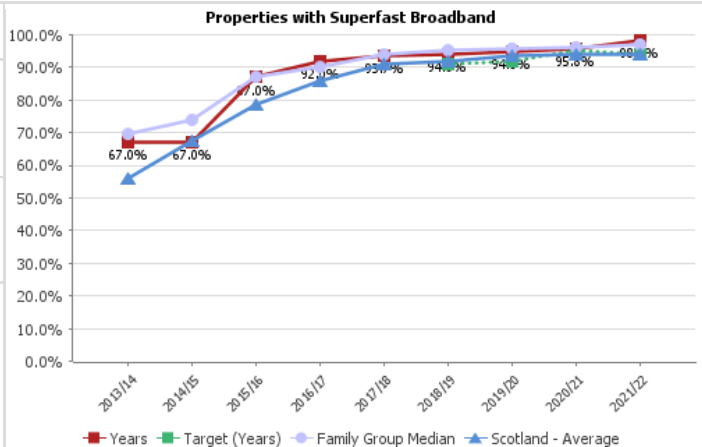
Residents earning less than the Real Living Wage

21/22	Clacks Value	Long Trend	Target	Status
	N/A	?	15.2%	?

	Family Group	Scotland	Rank	Quartile
	18.9%	14.4%	N/A	N/A

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

Residents Earning < Real Living Wage
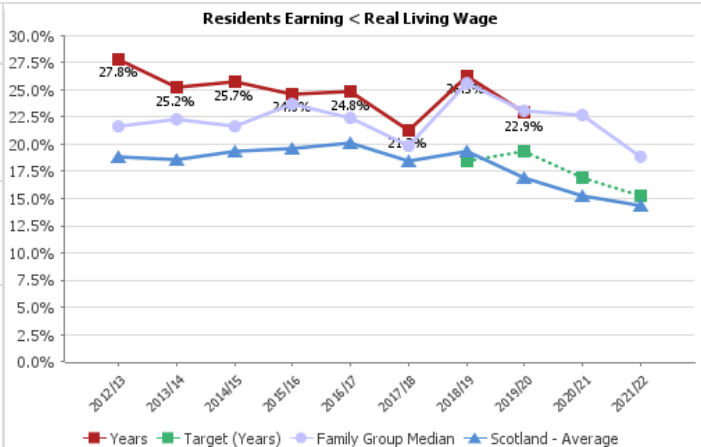
Unemployed people assisted into work via Council employability programmes

21/22	Clacks Value	Long Trend	Target	Status
	39.3%	↑	6.0%	✓

	Family Group	Scotland	Rank	Quartile
	19.8%	20.2%	6	▮▮▮▮

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

Unemployed into Work via Council Programmes
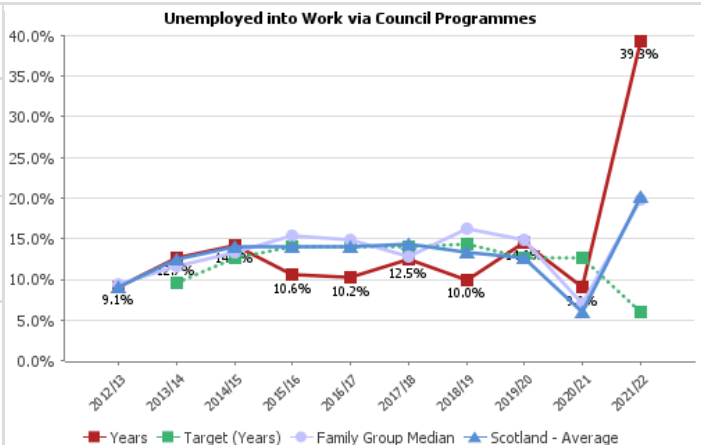
Unemployment Rate (Working Age - 16-64 years)

21/22	Clacks Value	Long Trend	Target	Status
	4.0%	↔	6.1%	✓

	Family Group	Scotland	Rank	Quartile
	3.4%	3.7%	23	▮▮

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

Unemployment % (Working Age)
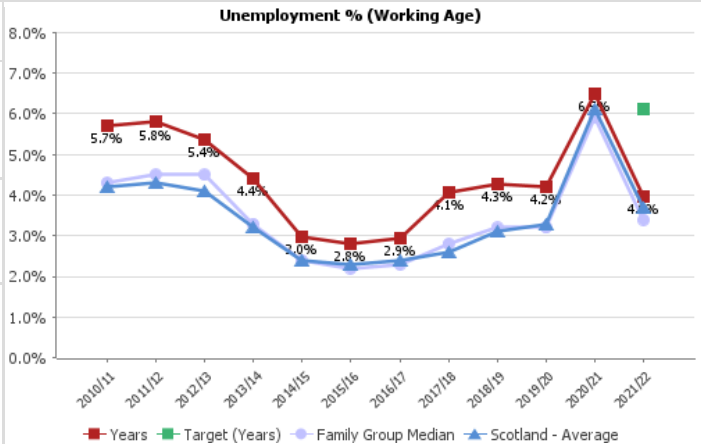
Unemployment Rate (Young People - 16-24 years)

21/22	Clacks Value	Long Trend	Target	Status
	4.3%	↓	7.2%	✓

	Family Group	Scotland	Rank	Quartile
	3.6%	3.7%	26	▮

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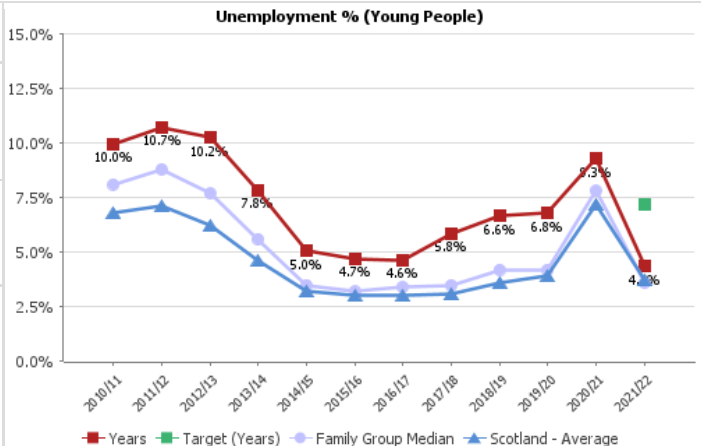
Unemployment % (Young People)

👍 Cost of Trading Standards per 1,000 population

	Clacks Value	Long Trend	Target	Status
21/22	£1,279	⬇️	£4,140	✅

	Family Group	Scotland	Rank	Quartile
	£5,231	£5,928	1	▋▋▋▋

Savings have been made in recent years due to unfilled vacancies but this has put significant strain on service delivery. Stirling Council is actively seeking to address the shortfall in staffing in order to ensure that service provision is maintained at the required level. This is proving challenging, however.
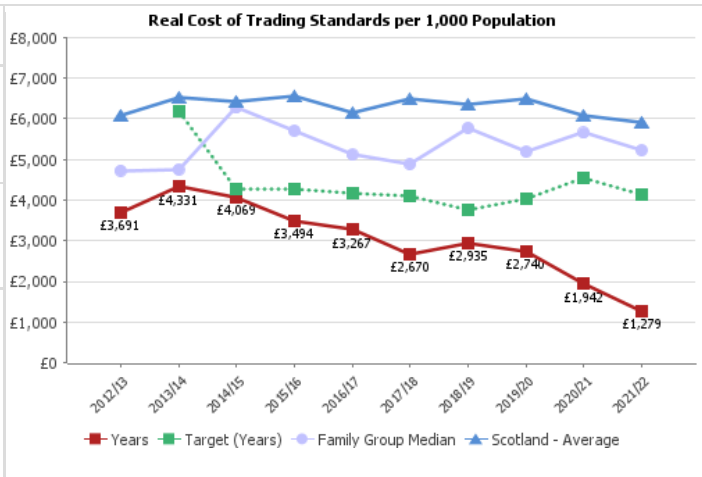
Real Cost of Trading Standards per 1,000 Population

👍 Cost of Environmental Health per 1,000 population

	Clacks Value	Long Trend	Target	Status
21/22	£10,990	⬇️	£13,057	✅

	Family Group	Scotland	Rank	Quartile
	£11,721	£15,019	7	▋▋▋▋

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

Real Cost of Environmental Health per 1,000 Population
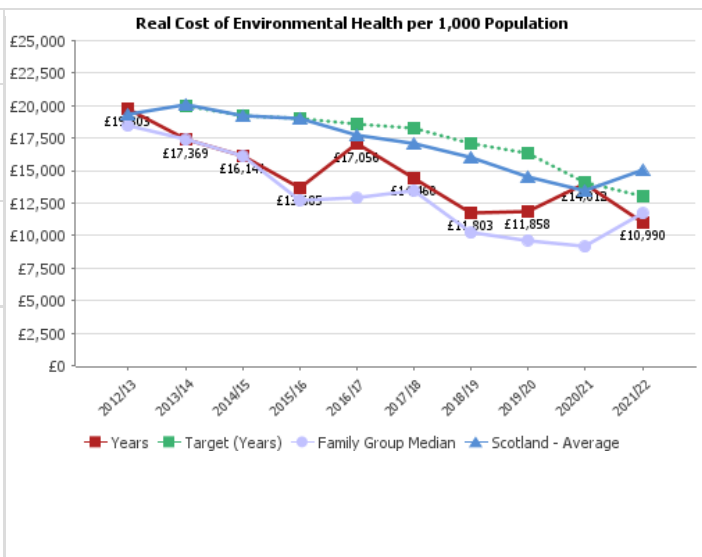
👍 Operational buildings suitable for current use

	Clacks Value	Long Trend	Target	Status
21/22	91.4%	⬆️	85.0%	✅

	Family Group	Scotland	Rank	Quartile
	90.2%	85.3%	10	▋▋▋

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

Buildings Suitable for Current Use

In all charts: Years = Clacks annual value   See guidance on page 1 (Real costs cancel out inflation)   Page 14 of 36
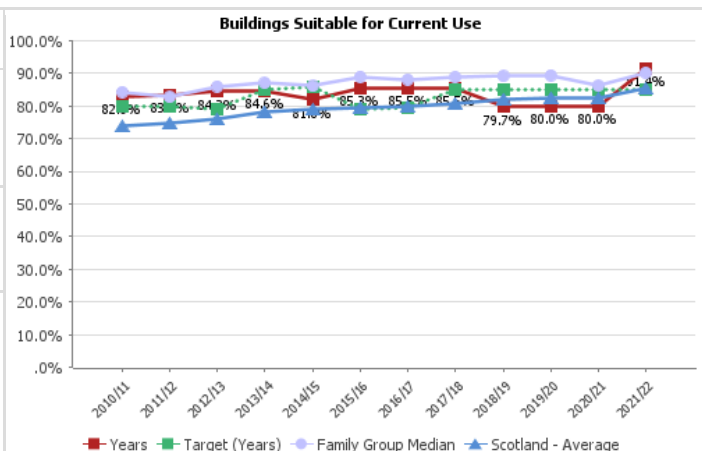
Council buildings in satisfactory condition (by floor area)

21/22	Clacks Value	Long Trend	Target	Status
	97.5%	⬌	95.0%	✅

	Family Group	Scotland	Rank	Quartile
	92.0%	90.1%	3	▮▮▮▮

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

Floor Area Satisfactory Condition

Legend: Years — Target (Years) — Family Group Median — Scotland - Average

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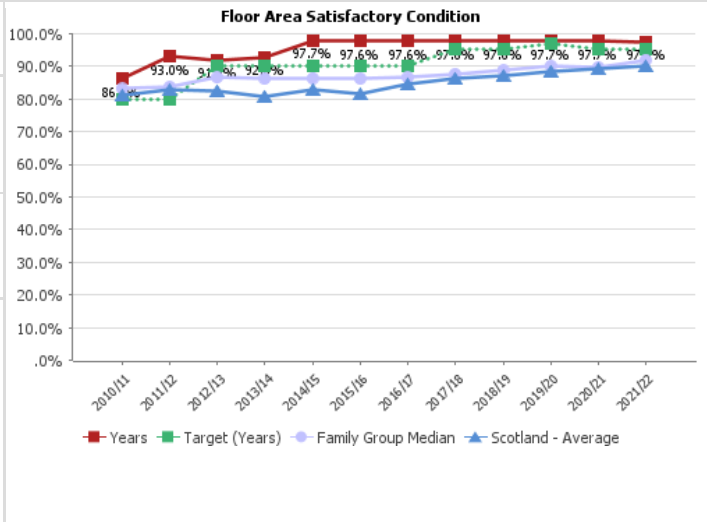
Housing Management & Quality
Place Directorate – Housing Services

Rent arrears as a % of rent due in the year

21/22	Clacks Value	Long Trend	Target	Status
	10.66%	⬆	9.56%	⚠

	Family Group	Scotland	Rank	Quartile
	8.18%	8.67%	19	▮▮▯▯

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

31. Gross rent arrears (all tenants) as a % of gross (Charter 27)

Legend: Years — Target (Years) — Family Group Median — Scotland - Average
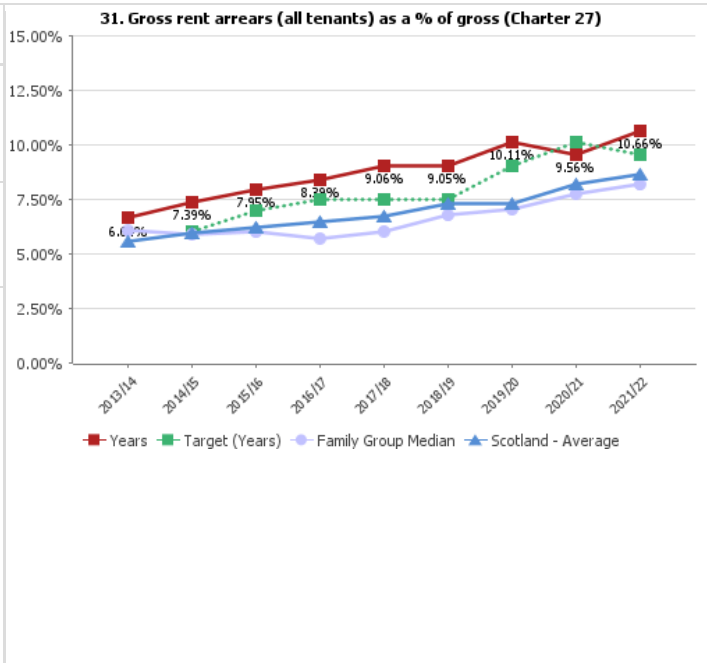
Rent loss due to empty (void) properties

21/22	Clacks Value	Long Trend	Target	Status
	0.66%	⬇	0.90%	✅

	Family Group	Scotland	Rank	Quartile
	1.11%	1.63%	3	▮▮▮▮

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

34. % Void rent loss (Charter 18)

Legend: Years — Target (Years) — Family Group Median — Scotland - Average

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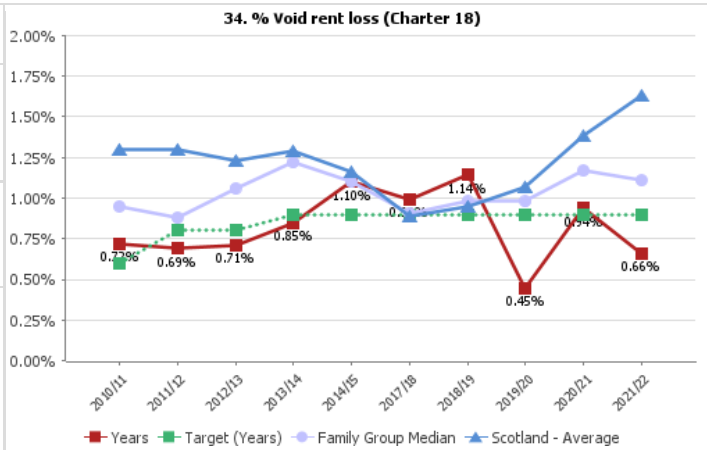
Average working days to complete non-emergency repairs 👍

21/22	Clacks Value	Long Trend	Target	Status
	4.90	⬇	7.28	✅

	Family Group	Scotland	Rank	Quartile
	9.24	9.19	1	▮▮▮▮

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

12. Average Time Taken to Complete Non-Emergency Repairs (Charter 9)
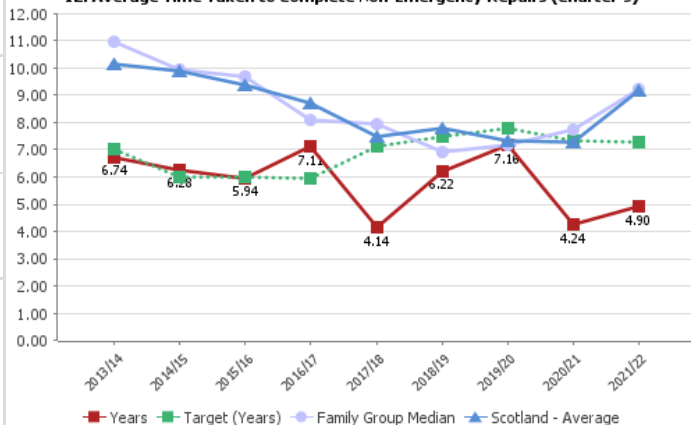
Council housing meeting the Scottish Housing Quality Standard (SHQS)

21/22	Clacks Value	Long Trend	Target	Status
	59.87%	⬇	100.00%	🛑

	Family Group	Scotland	Rank	Quartile
	78.30%	69.70%	17	▮▮▯▯

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

7. % dwellings meeting SHQS criteria (Charter 6)
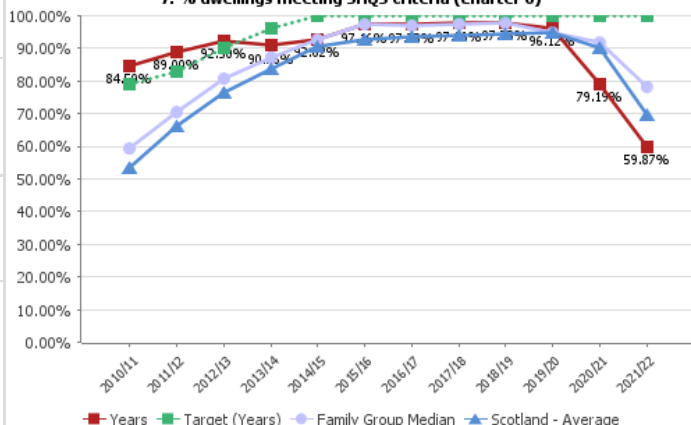
Council houses meeting the Energy Efficiency Standard for Social Housing (EESSH)

21/22	Clacks Value	Long Trend	Target	Status
	62.28%	⬇	100.00%	🛑

	Family Group	Scotland	Rank	Quartile
	93.60%	82.80%	24	▮▯▯▯

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

C33. % Properties meeting the EESSH (Charter C10)
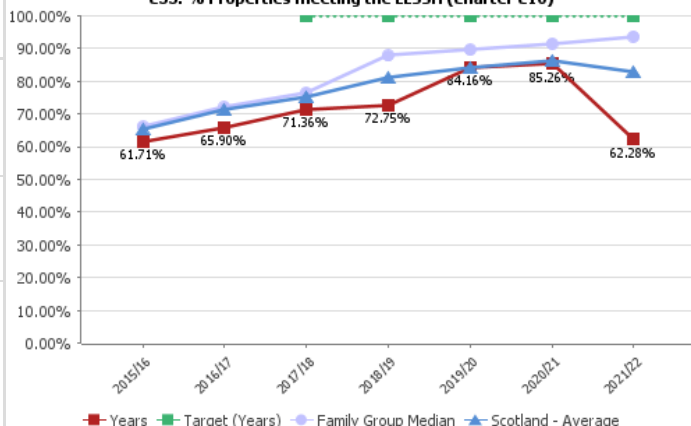
Cost per pre-school education registration

21/22	Clacks Value	Long Trend	Target	Status
	£11,037	⬆	£9,264	🛑

	Family Group	Scotland	Rank	Quartile
	£9,755	£10,283	22	🟧🟧⬜⬜

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

Real Cost per Pre-school Registration
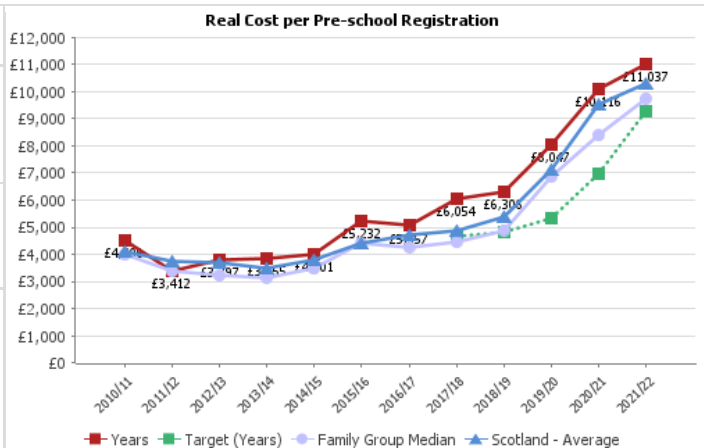
Funded Early Years provision graded good or better in inspections

21/22	Clacks Value	Long Trend	Target	Status
	88.9%	⬇	95.1%	⚠

	Family Group	Scotland	Rank	Quartile
	90.1%	89.4%	18	🟧🟧⬜⬜

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

Early Years Inspection Grading
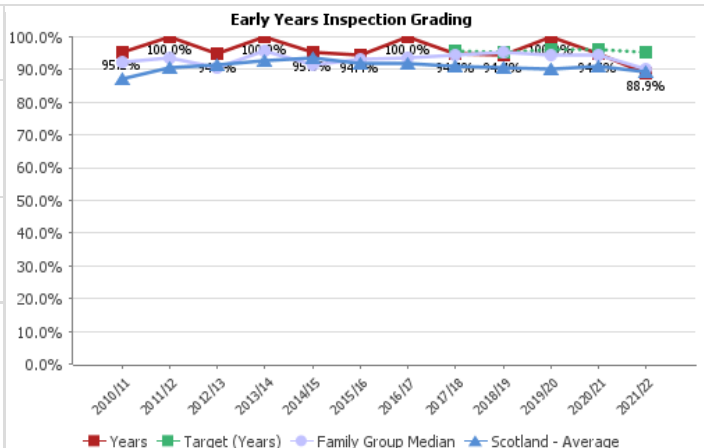
Children with 'no developmental concerns' at 27-30 month health review

20/21	Clacks Value	Long Trend	Target	Status
	78.6%	↔	85.7%	⚠

	Family Group	Scotland	Rank	Quartile
	82.8%	85.1%	30	🟥⬜⬜⬜

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

No developmental concerns 27-30 months
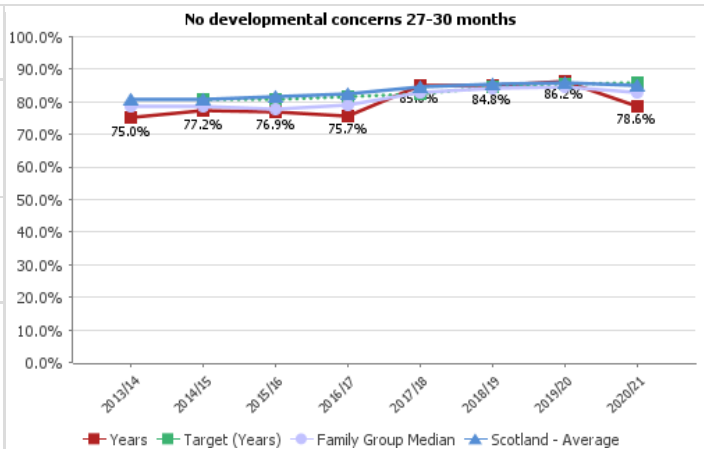
Cost per primary school pupil

	Clacks Value	Long Trend	Target	Status
21/22	£6,630	⬆ (red)	£5,917	⚠

Family Group	Scotland	Rank	Quartile
£6,153	£6,332	25	🟥

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

Real Cost per Primary School Pupil
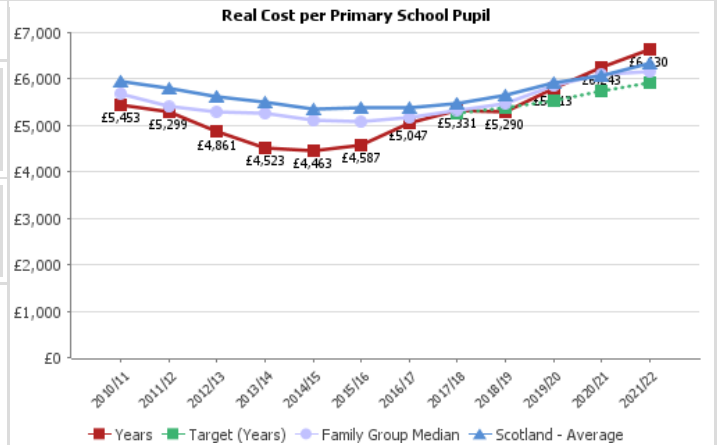
Primary 1, 4 & 7 pupils achieving expected Curriculum for Excellence level in Literacy

	Clacks Value	Long Trend	Target	Status
21/22	63.3%	⬇ (yellow)	66.9%	⚠

Family Group	Scotland	Rank	Quartile
71.2%	70.5%	28	🟥

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

Expected Levels - P1, 4 & 7 - Literacy
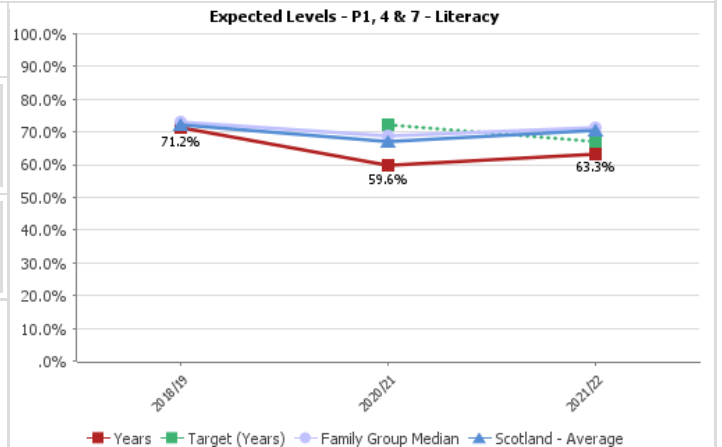
Collaborative Empowerment group, support from Education Scotland and expertise from Literacy Leads across the authority key actions have been identified to address this. Primary 1 SNSA process is underway. Next predicted TPJ upload due 31 March 2023.

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

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

	Clacks Value	Long Trend	Target	Status
21/22	71.7%	⬇ (yellow)	74.7%	✅

Family Group	Scotland	Rank	Quartile
79.7%	77.9%	31	🟥

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

Expected Levels - P1, 4 & 7 - Numeracy
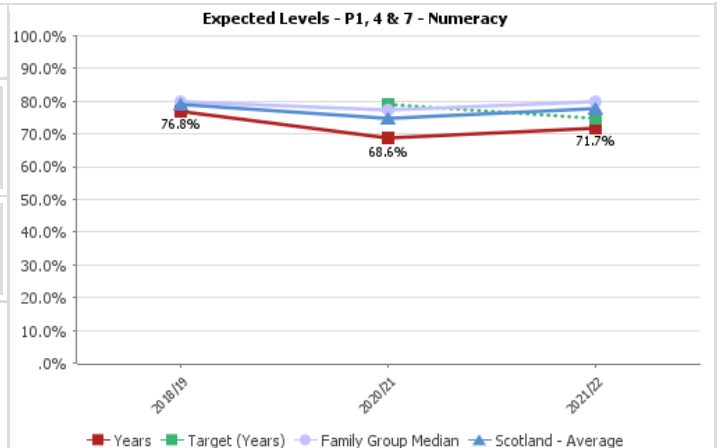
Achievement of a Level judgements. Early Level Numeracy work stream established to review and enhance Clackmannanshire's Early Level Numeracy Progression Pathways. Primary 1 SNSA process is underway. Next predicted TPJ upload due 31-Mar-2023.

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

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

	Clacks Value	Long Trend	Target	Status
21/22	19.3%	⬇	24.7%	✅

	Family Group	Scotland	Rank	Quartile
	21.6%	21.3%	6	▮▮▮▮

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

Literacy Attainment Gap - P1, 4 & 7

22.5%   20.7%   19.3%

Years — Target (Years) — Family Group Median — Scotland - Average
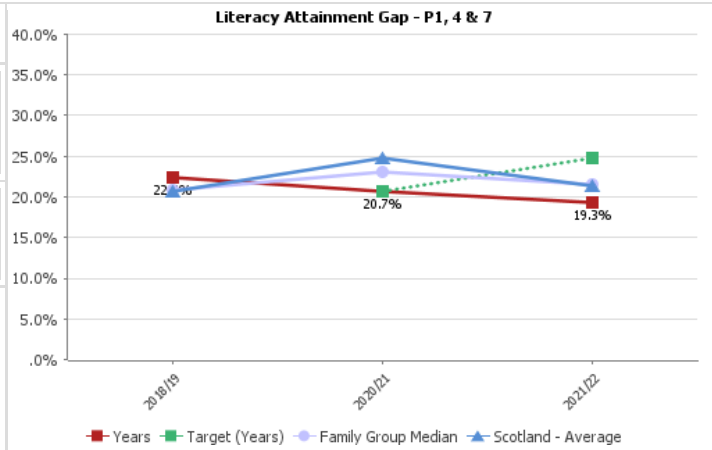
(There was no national reporting of this indicator in 19/20)

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

	Clacks Value	Long Trend	Target	Status
21/22	15.6%	⬇	21.4%	✅

	Family Group	Scotland	Rank	Quartile
	18.5%	17.8%	6	▮▮▮▮

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

Numeracy Attainment Gap - P1, 4 & 7

17.4%   13.0%   15.6%

Years — Target (Years) — Family Group Median — Scotland - Average
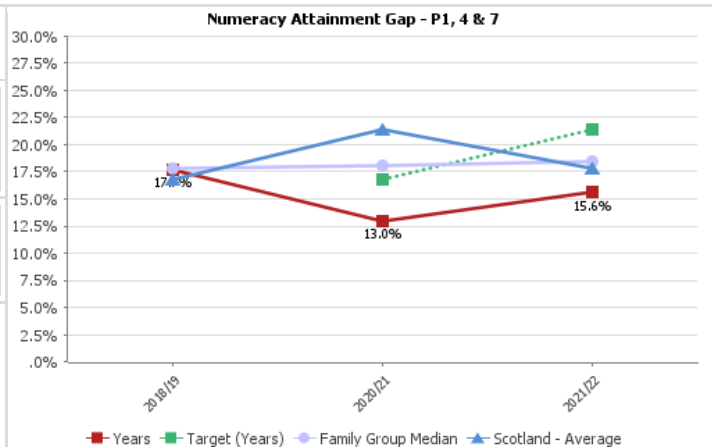
(There was no national reporting of this indicator in 19/20)

Secondary Schools	People Directorate – Education Services

Cost per secondary school pupil

	Clacks Value	Long Trend	Target	Status
21/22	£8,406	↔	£7,664	🔺

	Family Group	Scotland	Rank	Quartile
	£7,699	£7,913	25	▮▯▯▯

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

Real Cost per Secondary School Pupil

£7,_?_   £6,647   £8,318   £8,334   £8,767   £8,867   £8,879   £8,207   £8,732   £9,040   £8,972   £8,406

Years — Target (Years) — Family Group Median — Scotland - Average
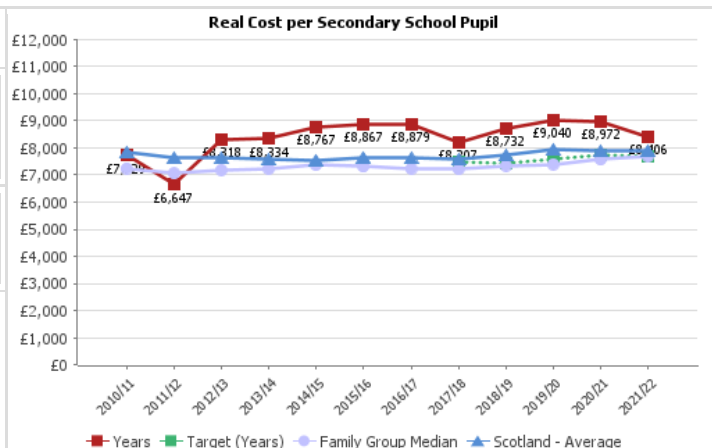
Pupils gaining 5+ awards at level 5 or above - All Pupils

21/22	Clacks Value	Long Trend	Target	Status
	62%	⬆	67%	🔺

Family Group	Scotland	Rank	Quartile
72%	69%	29	🟥

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

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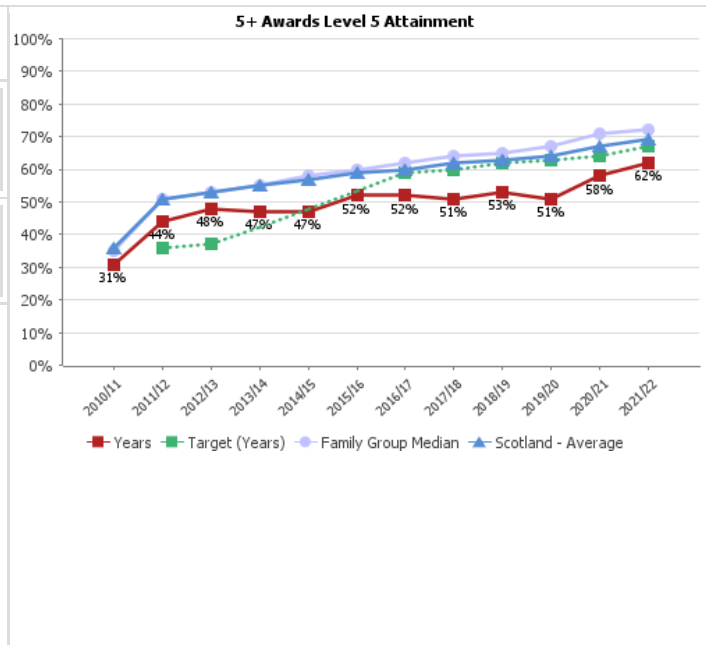
Pupils gaining 5+ awards at level 6 or above - All Pupils

21/22	Clacks Value	Long Trend	Target	Status
	32%	⬆	41%	🛑

Family Group	Scotland	Rank	Quartile
42%	40%	29	🟥

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

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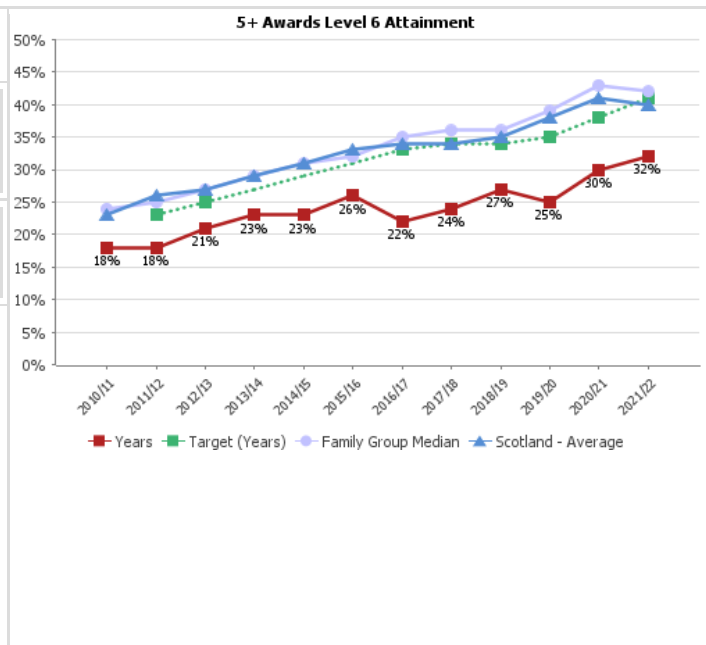
Pupils gaining 5+ awards at level 5 or above - Deprived areas

21/22	Clacks Value	Long Trend	Target	Status
	46%	⬆	49%	🔺

Family Group	Scotland	Rank	Quartile
52%	52%	26	🟥

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

5+ Awards Level 5 SIMD Attainment
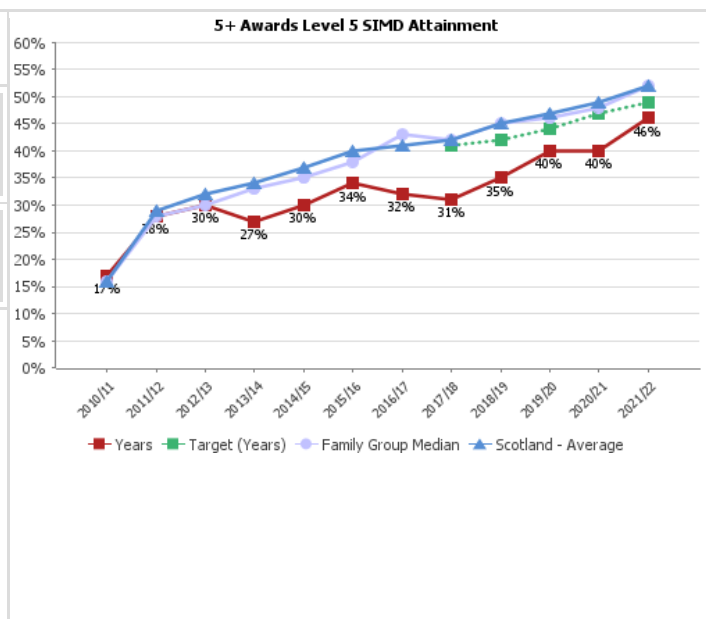
Pupils gaining 5+ awards at level 6 or above - Deprived areas

	Clacks Value	Long Trend	Target	Status
21/22	16%	⬆	23%	🛑

Family Group	Scotland	Rank	Quartile
20%	23%	22	🟧🟧⬜⬜

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

5+ Awards Level 6 SIMD Attainment

Legend: Years, Target (Years), Family Group Median, Scotland - Average

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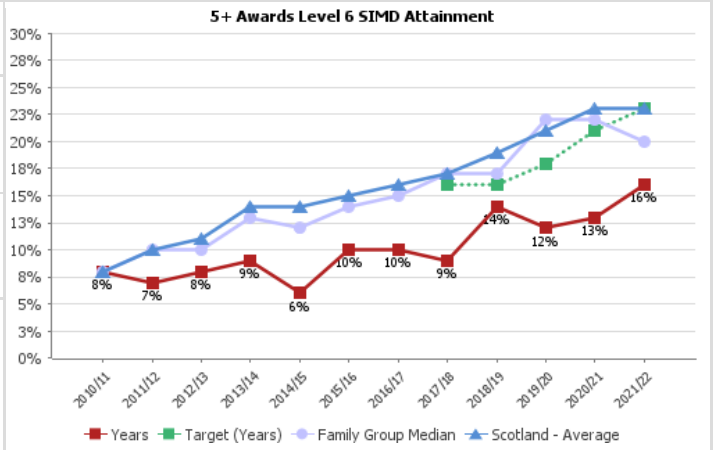
Average tariff score in SIMD quintile 1 (most deprived)

	Clacks Value	Long Trend	Target	Status
21/22	609	⬆	688	🔺

Family Group	Scotland	Rank	Quartile
665	702	22	🟧🟧⬜⬜

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

Average Total Tariff SIMD Quintile 1

Legend: Years, Target (Years), Family Group Median, Scotland - Average

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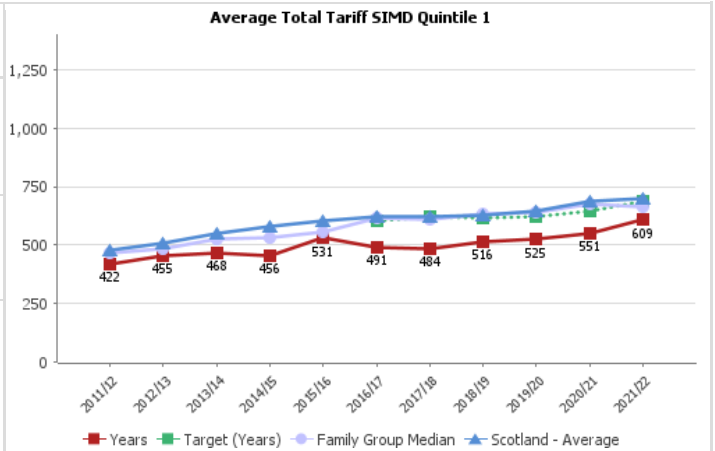
Average tariff score in SIMD quintile 2 (2nd most deprived)

	Clacks Value	Long Trend	Target	Status
21/22	864	⬆	817	✅

Family Group	Scotland	Rank	Quartile
867	827	13	🟧🟧🟧⬜

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

Average Total Tariff SIMD Quintile 2

Legend: Years, Target (Years), Family Group Median, Scotland - Average

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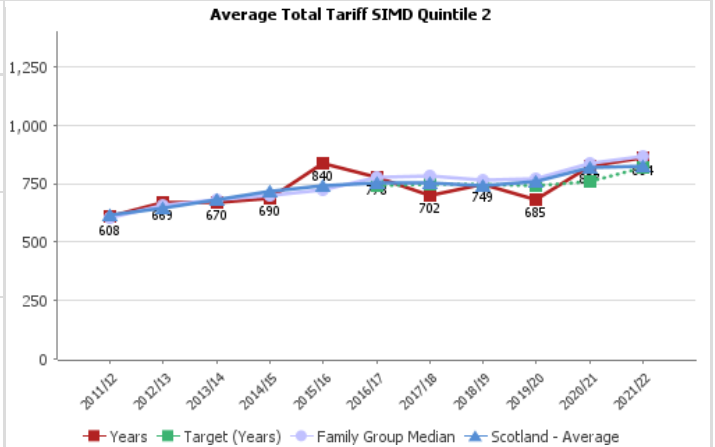
Average tariff score in SIMD quintile 3 (middle)

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

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

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

Average Total Tariff SIMD Quintile 3

(Years, Target (Years), Family Group Median, Scotland - Average)

Values: 721, 768, 669, 779, 792, 781, 802, 876, 775
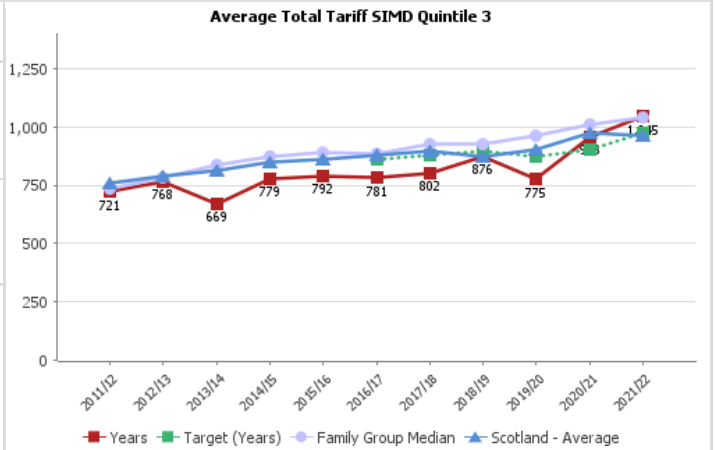
Average tariff score in SIMD quintile 4 (2ⁿᵈ least deprived)

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

	Family Group	Scotland	Rank	Quartile
	1,165	1,113	26	▮

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

Average Total Tariff SIMD Quintile 4

(Years, Target (Years), Family Group Median, Scotland - Average)

Values: 889, 867, 976, 899, 960, 884, 843, 974, 1,024, 1,020
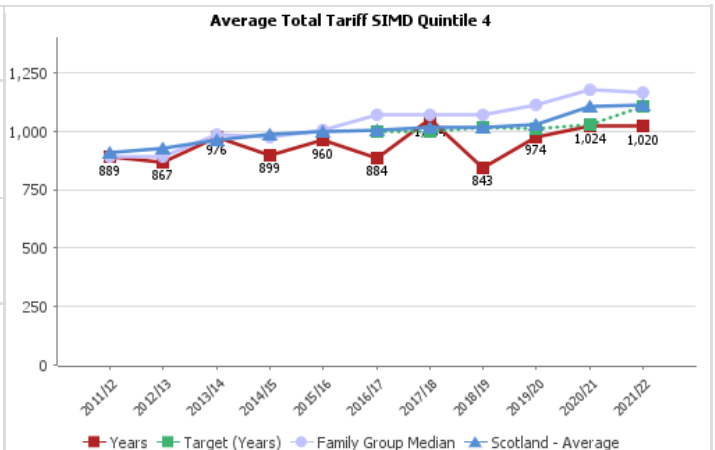
Average tariff score in SIMD quintile 5 (least deprived)

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

	Family Group	Scotland	Rank	Quartile
	1,314	1,316	23	▮

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

Average Total Tariff SIMD Quintile 5

(Years, Target (Years), Family Group Median, Scotland - Average)

Values: 901, 1,125, 1,061, 870, 1,038, 1,006, 1,129, 1,136, 1,155, 1,097, 1,169
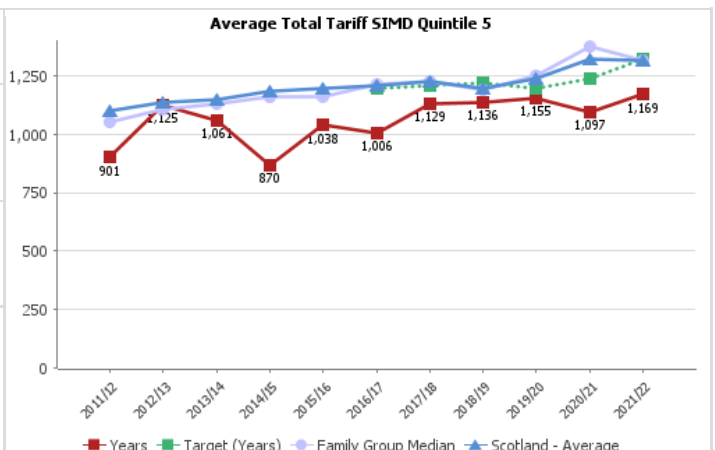
Overall average tariff score - all pupils

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

	Family Group	Scotland	Rank	Quartile
	1,010	981	28	▮

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

Overall Average Total Tariff

(Years, Target (Years), Family Group Median, Scotland - Average)

Values: 653, 699, 688, 699, 765, 744, 749, 774, 749, 837, 891
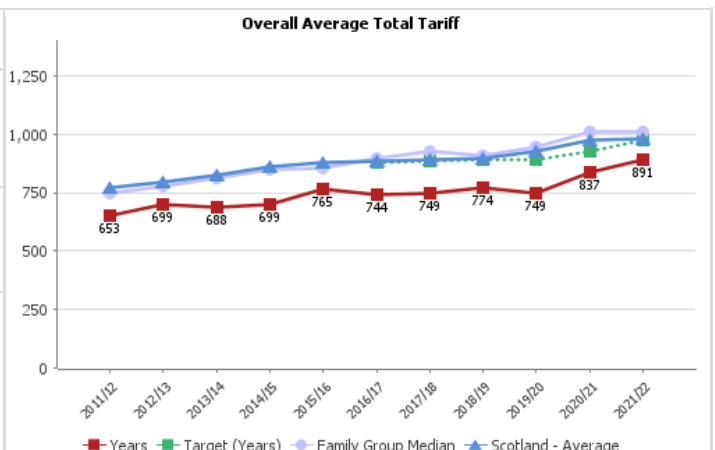
Average working days lost through sickness absence per teacher

	Clacks Value	Long Trend	Target	Status
21/22	8.7	↔	7.9	⚠

	Family Group	Scotland	Rank	Quartile
	5.1	5.8	32	▮▯▯▯

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

Avg. FTE Days Sickness Absence (EDU - teachers)
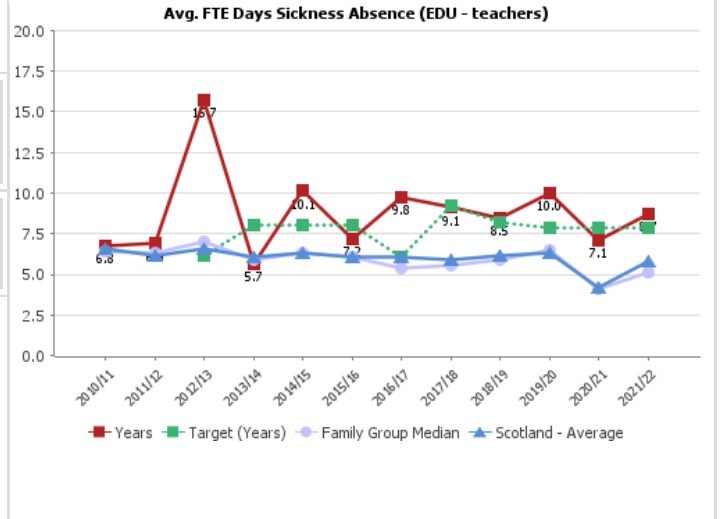
Satisfaction with schools (3 year average)

	Clacks Value	Long Trend	Target	Status
20/21	73.5%	↓	71.8%	✔

	Family Group	Scotland	Rank	Quartile
	75.7%	74.5%	24	▮▮▯▯

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

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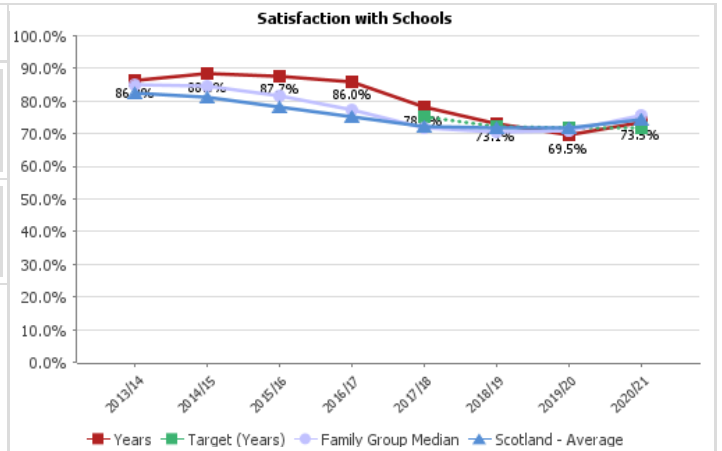
School exclusions - all pupils (per 1,000 pupils) (Biennial)

	Clacks Value	Long Trend	Target	Status
20/21	N/A	?	1.2	?

	Family Group	Scotland	Rank	Quartile
	14.9	11.9	N/A	N/A

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

Exclusion Rate - All Pupils
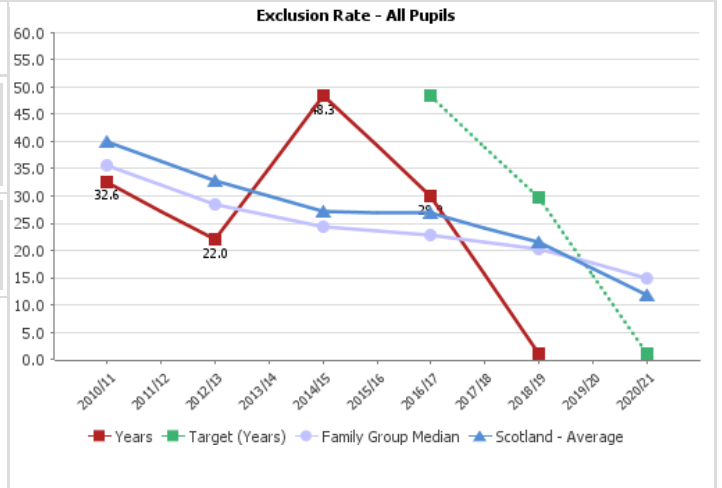
School exclusions - Looked After Children (per 1,000 Looked After Children) (Biennial)				
	Clacks Value	Long Trend	Target	Status
20/21	N/A	?	79.9	?
	Family Group	Scotland	Rank	Quartile
	73.4	77.8	N/A	N/A

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

Exclusion Rate - Looked After Children

261.1 · 322.8 · 137.0 · 145.5

Years — Target (Years) — Family Group Median — Scotland - Average
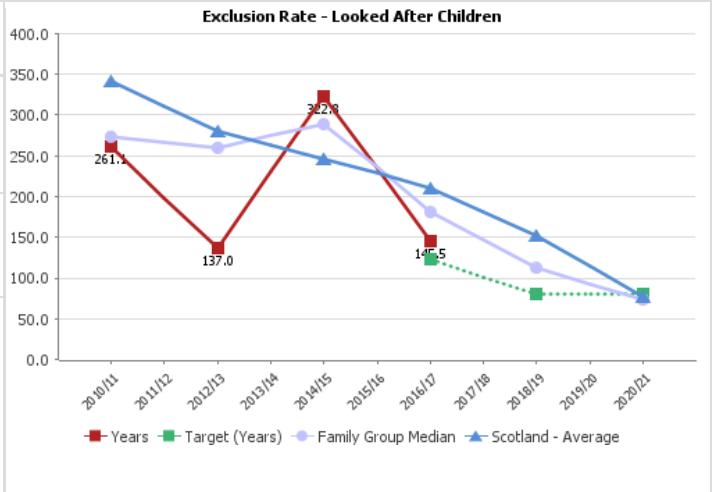
School attendance - all pupils (Biennial)				
	Clacks Value	Long Trend	Target	Status
20/21	92.9%	↔	93.0%	✓
	Family Group	Scotland	Rank	Quartile
	92.0%	92.0%	13	

School attendance data was impacted by Covid.

Attendance - All Pupils (LGBF)

93.6% · 93.4% · 93.3% · 92.9% · 92.9% · 92.9%

Years — Target (Years) — Family Group Median — Scotland - Average
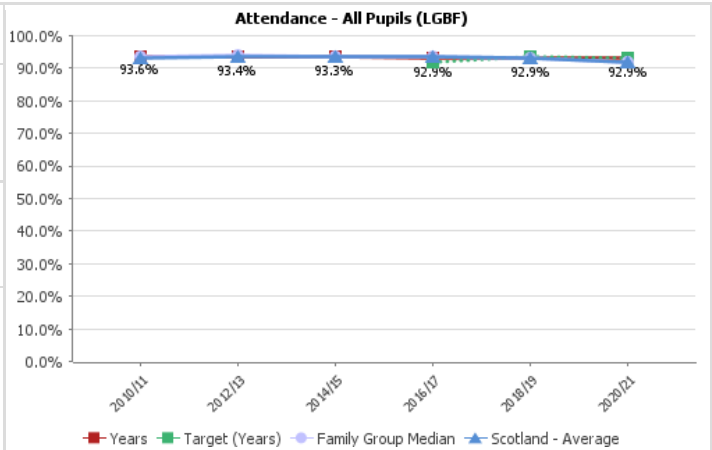
School attendance - Looked After Children (Biennial)				
	Clacks Value	Long Trend	Target	Status
20/21	89.9%	↔	86.8%	✓
	Family Group	Scotland	Rank	Quartile
	88.4%	87.9%	5	

Attendance remains an area of focus for the service and schools

Attendance - Looked After Children

88.4% · 91.6% · 89.5% · 91.6% · 89.5% · 89.9%

Years — Target (Years) — Family Group Median — Scotland - Average
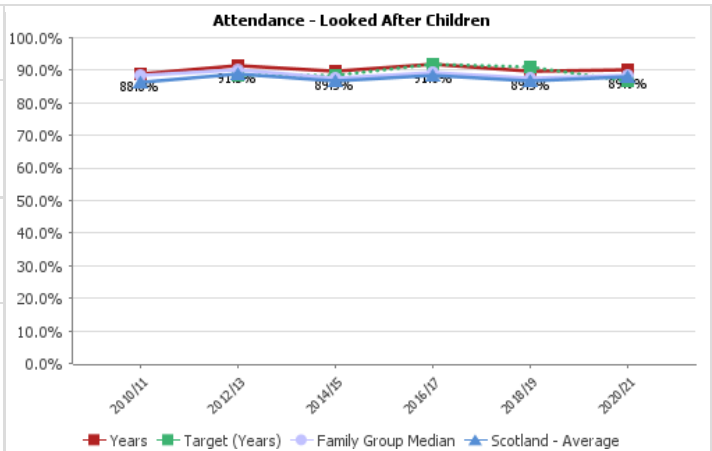
School leavers entering positive destinations

	Clacks Value	Long Trend	Target	Status
20/21	95.9%	⬆	93.3%	✅

	Family Group	Scotland	Rank	Quartile
	95.7%	95.5%	13	▮▮▮▮

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

Follow-up Leaver Destinations (LGBF)
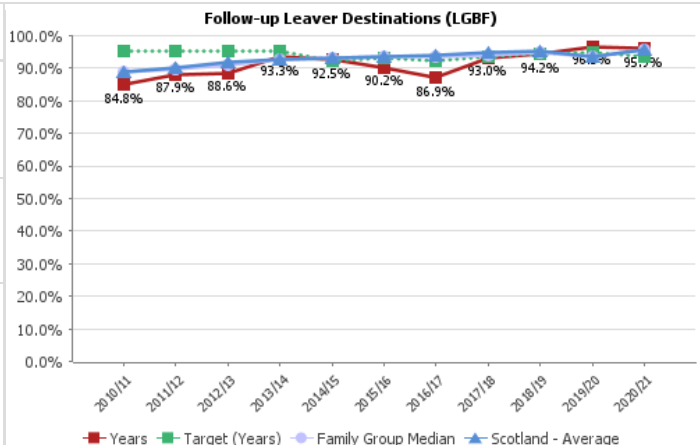
16-19 year-olds participating in employment, education or training

	Clacks Value	Long Trend	Target	Status
21/22	90.7%	⬌	92.2%	✅

	Family Group	Scotland	Rank	Quartile
	92.8%	92.4%	29	▮□□□

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

Participation Rate
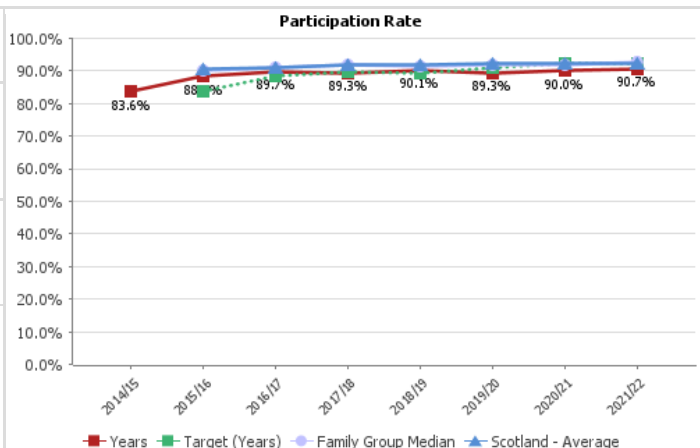
Child Poverty Rate (After Housing Costs)

	Clacks Value	Long Trend	Target	Status
20/21	23.9%	⬌	24.3%	✅

	Family Group	Scotland	Rank	Quartile
	21.3%	20.9%	29	▮□□□

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

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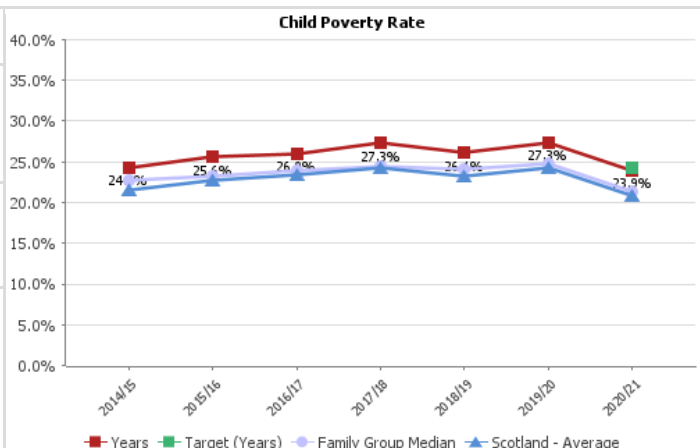
far more closely linked to wider national and UK factors than local actions. Further research and collaboration will therefore be required to identify ways in which authorities can stop being a 'hostage to fortunes' in wider external decision-making and begin to take some form of local control and responsibility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

Cost per attendance at sports facilities

	Clacks Value	Long Trend	Target	Status
21/22	£5.29	⬆	£2.71	🛑

	Family Group	Scotland	Rank	Quartile
	£5.81	£6.43	12	🟧🟧🟧⬜

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

Real Cost per Attendance - Dry & Pools
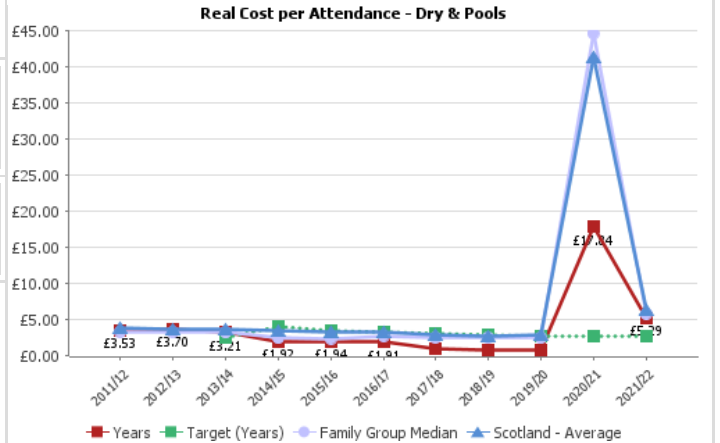
Satisfaction with sports facilities (3 year average)

	Clacks Value	Long Trend	Target	Status
20/21	57.7%	⬇	70.1%	🛑

	Family Group	Scotland	Rank	Quartile
	71.4%	71.8%	31	🟥⬜⬜⬜

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

Satisfaction with Sports Facilities
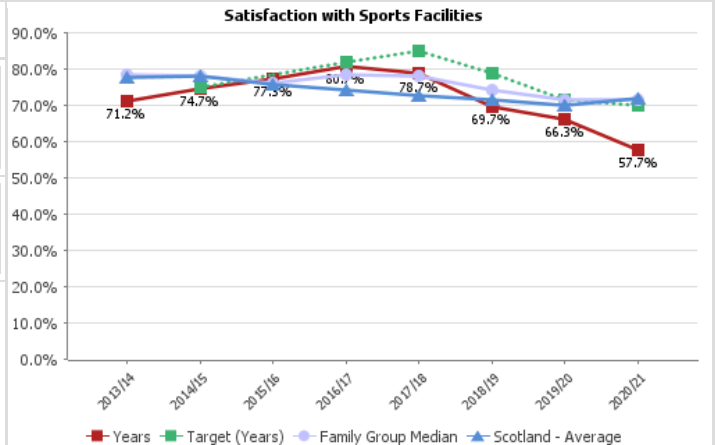
Cost per visit to libraries

	Clacks Value	Long Trend	Target	Status
21/22	£2.17	⬆	£2.63	✅

	Family Group	Scotland	Rank	Quartile
	£3.32	£2.89	8	🟩🟩🟩🟩

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

Real Cost per Visit to Libraries
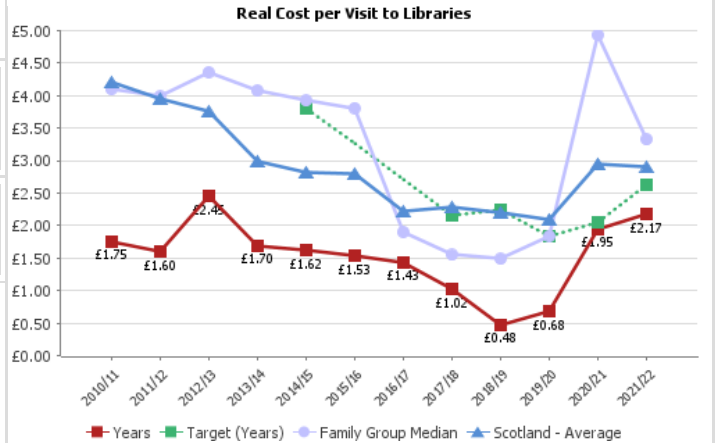
Satisfaction with libraries (3 year average)

20/21	Clacks Value	Long Trend	Target	Status
	65.6%	⬇	72.4%	🔺

	Family Group	Scotland	Rank	Quartile
	69.2%	74.4%	27	🟥⬜⬜⬜

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

Satisfaction with Libraries

78.4% 79.0% 82.7% 82.7% 82.0% 73.6% 69.2% 65.6%

Legend: Years | Target (Years) | Family Group Median | Scotland - Average

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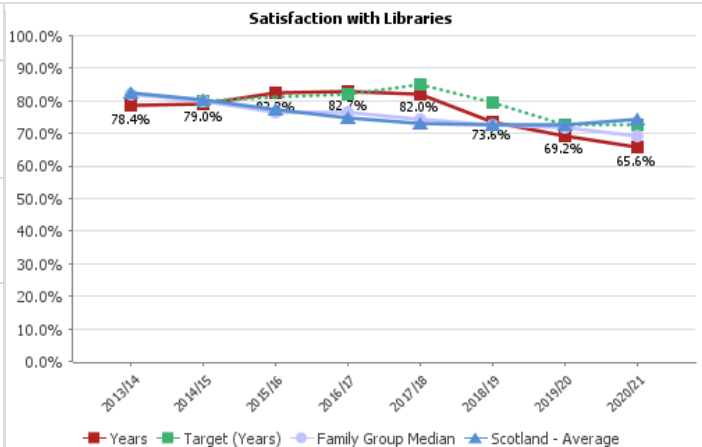
Child Protection — People Directorate – Children's Social Work

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

20/21	Clacks Value	Long Trend	Target	Status
	£2,904	⬆	£3,293	✅

	Family Group	Scotland	Rank	Quartile
	£4,288	£4,778	8	🟩🟩🟩🟩

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

Real Cost of LAC Residential per Child per Week

£2,217 £2,059 £2,686 £2,822 £2,608 £2,710 £1,975 £3,144 £2,665 £2,189 £2,904

Legend: Years | Target (Years) | Family Group Median | Scotland - Average
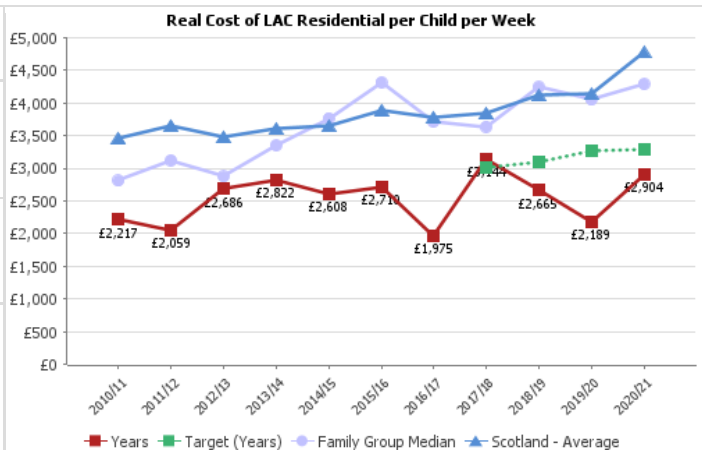
Cost of services for Looked After Children in the community per child per week

20/21	Clacks Value	Long Trend	Target	Status
	£340	⬇	£354	✅

	Family Group	Scotland	Rank	Quartile
	£392	£390	15	🟧🟧🟧⬜

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

Real Cost of LAC Community per Child per Week

£233 £256 £328 £339 £360 £377 £406 £324 £340

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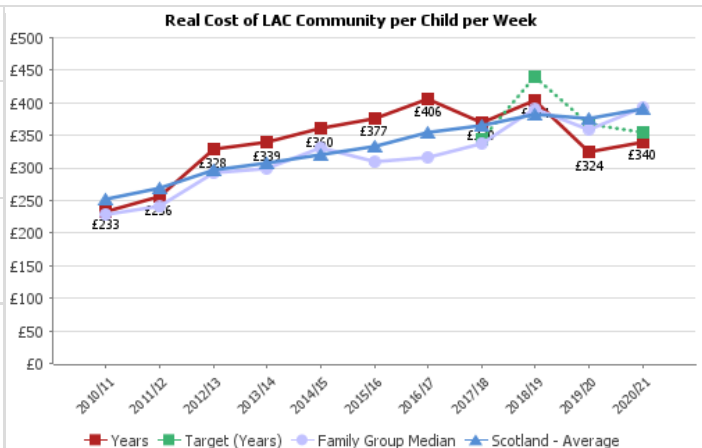
kinship carers in the past four years in an effort to keep children and young people within their extended families and local communities wherever possible and our Family Group Decision Making (FGDM) Service has supported this outcome.

👍 Looked After Children cared for in the community

	Clacks Value	Long Trend	Target	Status
20/21	93.7%	⬆	90.1%	✅

	Family Group	Scotland	Rank	Quartile
	92.5%	90.3%	3	▮▮▮▮

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

% LAC in Community

92.8%, 91.6%, 91.3%, 91.8%, 90.4%, 90.6%, 89.7%

Legend: Years, Target (Years), Family Group Median, Scotland - Average
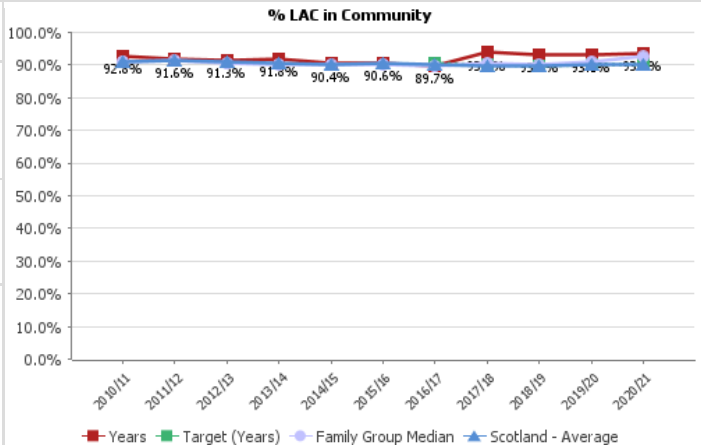
👍 Looked After Children with more than 1 placement in the last year

	Clacks Value	Long Trend	Target	Status
20/21	16.7%	⬇	16.7%	✅

	Family Group	Scotland	Rank	Quartile
	18.3%	16.8%	12	▮▮▮▯

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

LAC >1 Placement in Last Year

24.4%, 25.7%, 21.9%, 22.0%, 21.2%, 18.5%, 17.4%, 27.0%, 22.3%, 23.8%, 16.7%

Legend: Years, Target (Years), Family Group Median, Scotland - Average
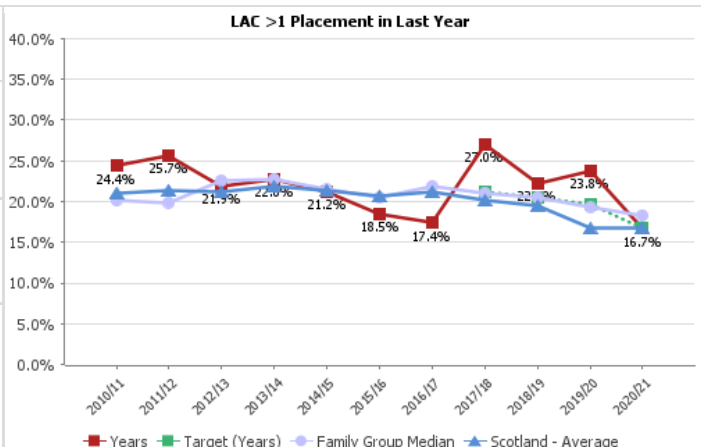
👎 Child Protection re-registration within 18 months

	Clacks Value	Long Trend	Target	Status
20/21	8.1%	⬆	6.9%	🛑

	Family Group	Scotland	Rank	Quartile
	7.3%	7.0%	19	▮▮▯▯

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

Re-registration - Within 18 months (LGBF)

7.0%, 8.7%, 2.3%, 4.0%, 6.3%, 19.0%, 13.0%, 8.4%

Legend: Years, Target (Years), Family Group Median, Scotland - Average

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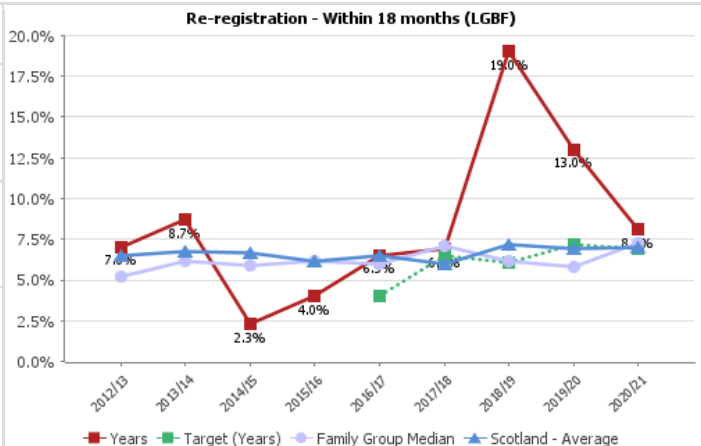
Self-directed Support spend on adults (as % of social work spend on adults)

	Clacks Value	Long Trend	Target	Status
21/22	2.5%	⬆ (yellow)	3.9%	🛑

	Family Group	Scotland	Rank	Quartile
	4.0%	8.2%	30	▮□□□

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

Adult Care Spend on SDS

Years = Clacks annual value; Target (Years); Family Group Median; Scotland - Average

Data points shown: 1.0%, 1.5%, 1.2%, 1.0%, 1.1%, 1.3%, 1.6%, 2.2%, 1.9%, 3.5%, 2.5%, 2.5%
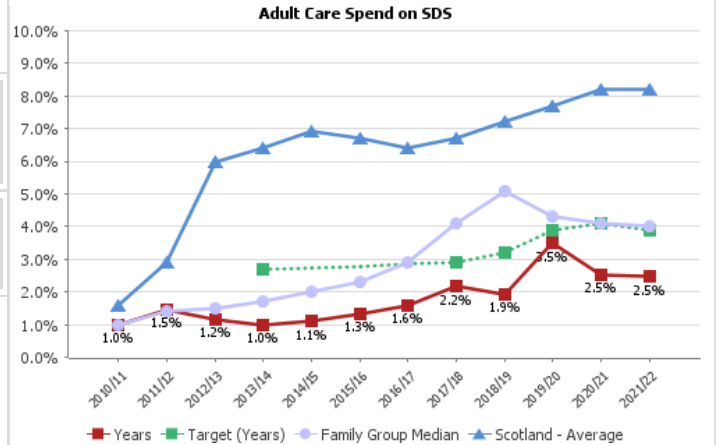
Hospital re-admissions within 28 days (per 1,000 discharges)

	Clacks Value	Long Trend	Target	Status
21/22	145.5	⬆ (red)	120.0	🛑

	Family Group	Scotland	Rank	Quartile
	113.5	109.6	31	▮□□□

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

Hospital Re-admissions (<28 days)

Years; Target (Years); Family Group Median; Scotland - Average

Data points shown: 84.5, 94.1, 91.3, 94.5, 117.7, 104.7, 111.5, 113.3, 111.7, 163.9, 145.5
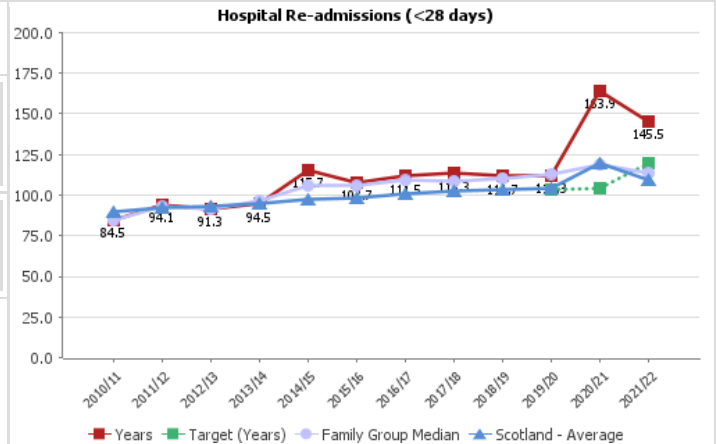
Adult Care services graded good or better in inspections

	Clacks Value	Long Trend	Target	Status
21/22	91.7%	⬌ (green)	89.6%	✅

	Family Group	Scotland	Rank	Quartile
	80.5%	75.8%	1	▮▮▮▮

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

Adult Care Inspections

Years; Target (Years); Family Group Median; Scotland - Average

Data points shown: 88.8%, 77.4%, 79.3%, 87.5%, 91.1%, 87.3%, 98.3%, 97.1%, 97.1%, 97.4%, 91.7%
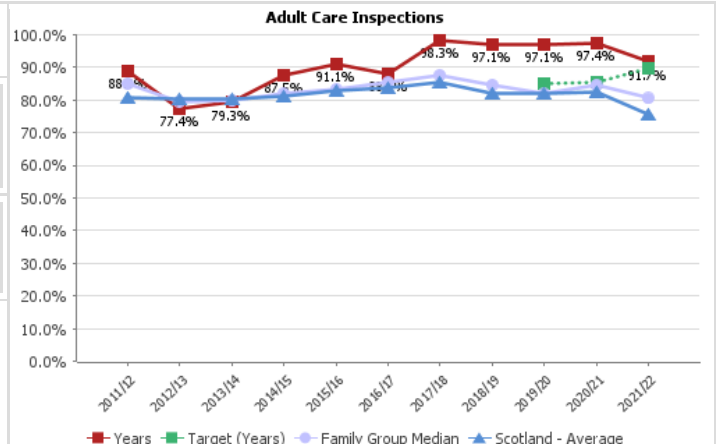
Adults agreeing support improved or maintained quality of life (Biennial)

	Clacks Value	Long Trend	Target	Status
21/22	85.7%	⬆	80.0%	✅

	Family Group	Scotland	Rank	Quartile
	77.4%	78.1%	3	▮▮▮▮

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

Perception – Maintained Quality of Life

Years = Clacks annual value; Target (Years); Family Group Median; Scotland - Average
(90.0%, 78.0%, 76.3%, 82.5%, 85.7%)
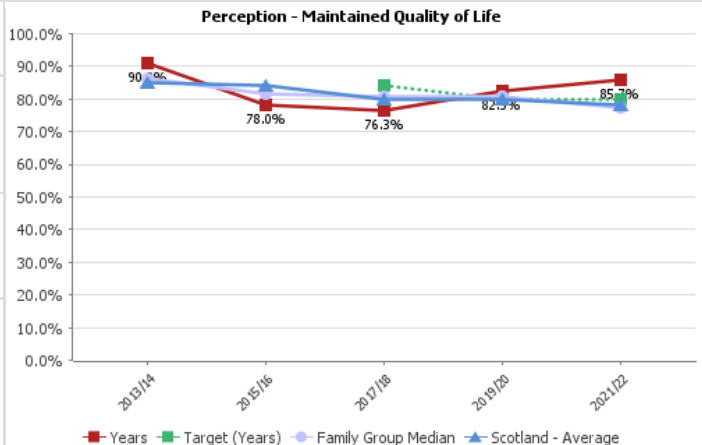
Adults agreeing they are supported to live as independently as possible (Biennial)

	Clacks Value	Long Trend	Target	Status
21/22	72.1%	⬇	80.8%	⚠

	Family Group	Scotland	Rank	Quartile
	75.8%	78.8%	30	▮

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

Perception – Supported to be Independent

Years; Target (Years); Family Group Median; Scotland - Average
(86.?%, 86.?%, 77.0%, 85.?%, 72.1%)
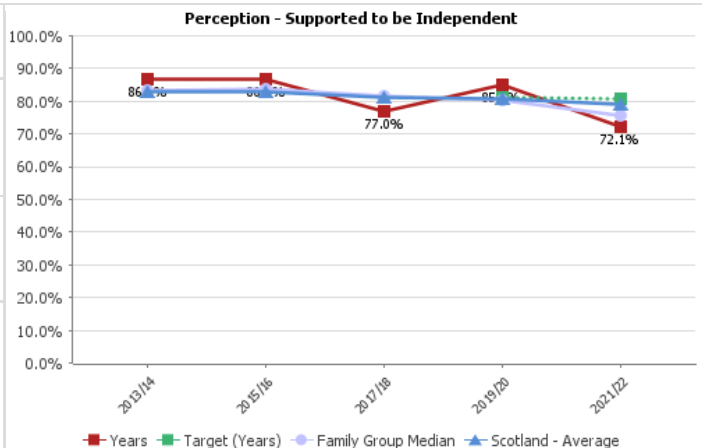
Adults agreeing they had a say in how support was provided (Biennial)

	Clacks Value	Long Trend	Target	Status
21/22	72.1%	⬇	75.4%	✅

	Family Group	Scotland	Rank	Quartile
	72.6%	70.6%	16	▮▮▮

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

Perception – Had a Say in Provision

Years; Target (Years); Family Group Median; Scotland - Average
(81.4%, 80.5%, 73.9%, 75.4%, 72.1%)
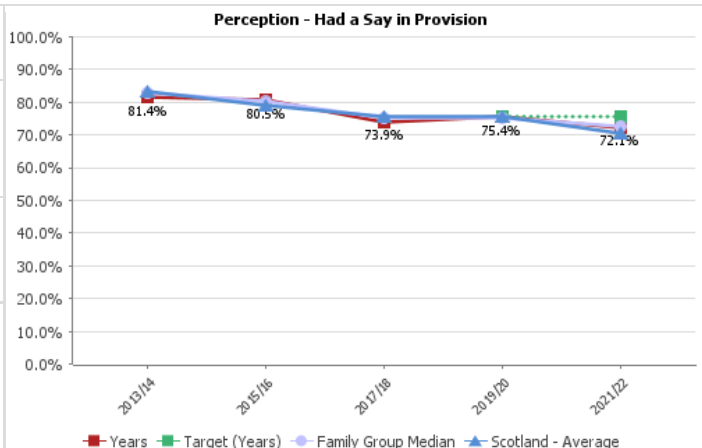
Unpaid carers who feel supported to continue in their caring role (Biennial)

	Clacks Value	Long Trend	Target	Status
21/22	23.8%	⬇	34.3%	🛑

	Family Group	Scotland	Rank	Quartile
	28.1%	29.7%	32	▮

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

Perception – Carer Support

Years; Target (Years); Family Group Median; Scotland - Average
(30.7%, 32.3%, 39.1%, 30.9%, 23.8%)
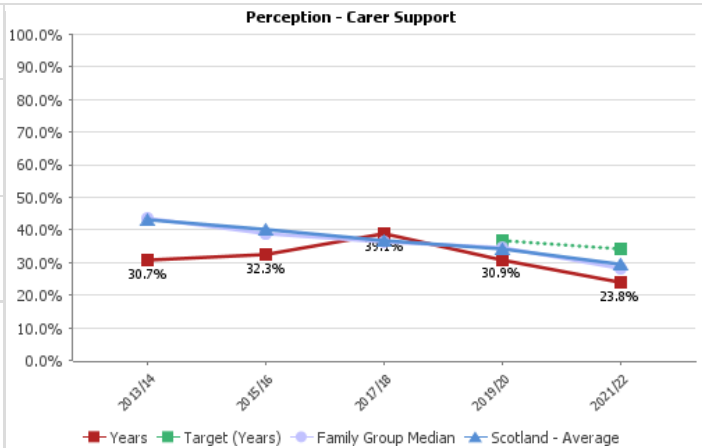
Cost of (expenditure on) home care for older people (65+) per hour

	Clacks Value	Long Trend	Target	Status
21/22	£16.16	⬆	£24.31	✅

Family Group	Scotland	Rank	Quartile
£27.10	£28.57	1	▮▮▮▮

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

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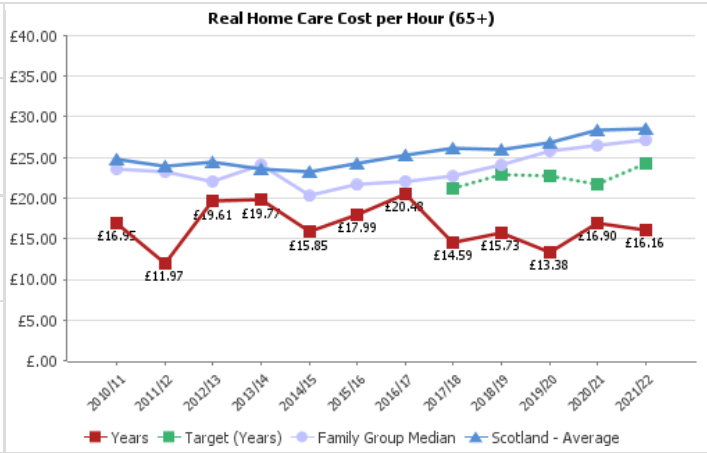
Cost of (expenditure on) residential care for older people (65+) per resident per week

	Clacks Value	Long Trend	Target	Status
21/22	£750	⬆	£637	🛑

Family Group	Scotland	Rank	Quartile
£662	£649	26	▮▯▯▯

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

Real Residential Care Costs per Older Person per Week
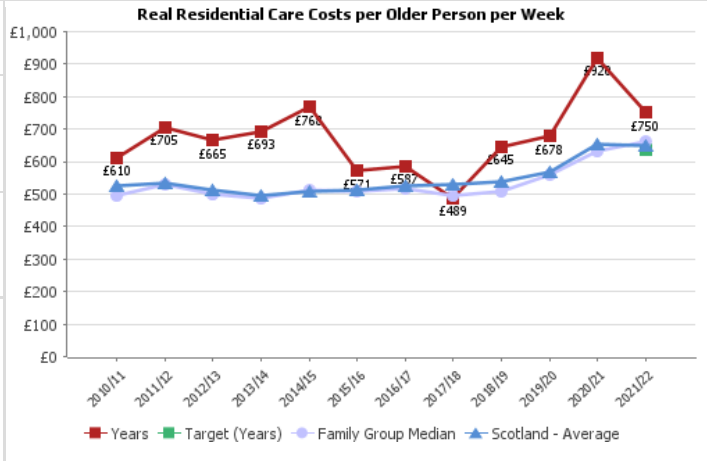
Delayed discharge days per 1,000 population (75+)

	Clacks Value	Long Trend	Target	Status
21/22	718	⬆	484	🛑

Family Group	Scotland	Rank	Quartile
836	748	16	▮▮▮▯

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

Delayed Discharge Rate (75+)
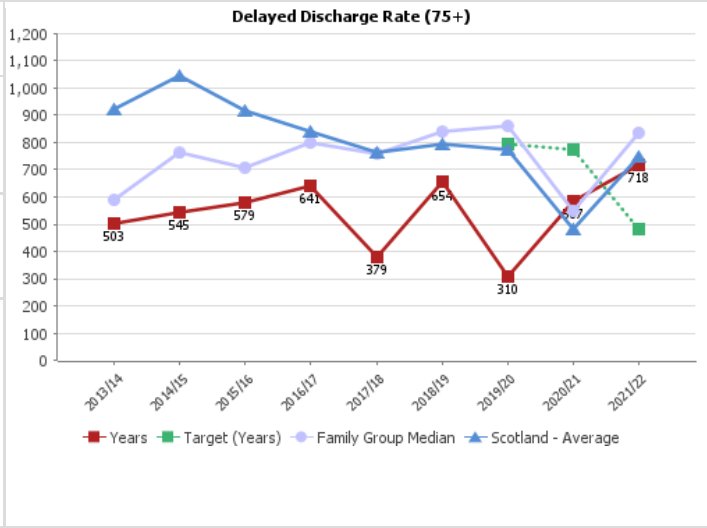
Older people (65+) with long-term needs receiving home care

	Clacks Value	Long Trend	Target	Status
21/22	72.3%	↔	67.3%	✅

Family Group	Scotland	Rank	Quartile
62.9%	62.3%	3	▮▮▮▮

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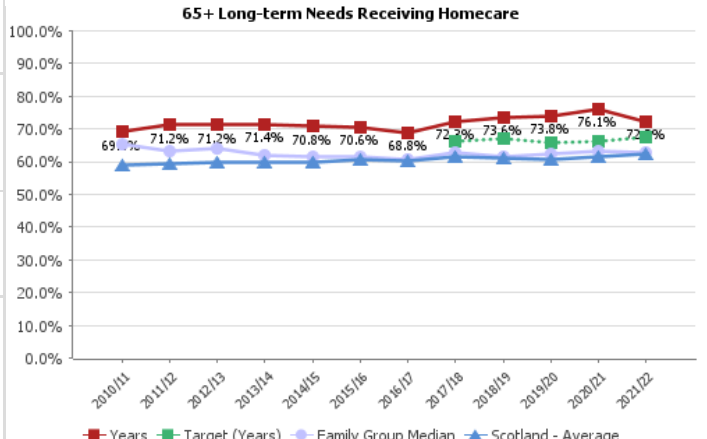
65+ Long-term Needs Receiving Homecare

Support services as % of total expenditure

21/22	Clacks Value	Long Trend	Target	Status
	5.7%	⬇	4.0%	🛑

	Family Group	Scotland	Rank	Quartile
	3.8%	4.1%	30	▮▯▯▯

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

Support Services as % of Total Expenditure
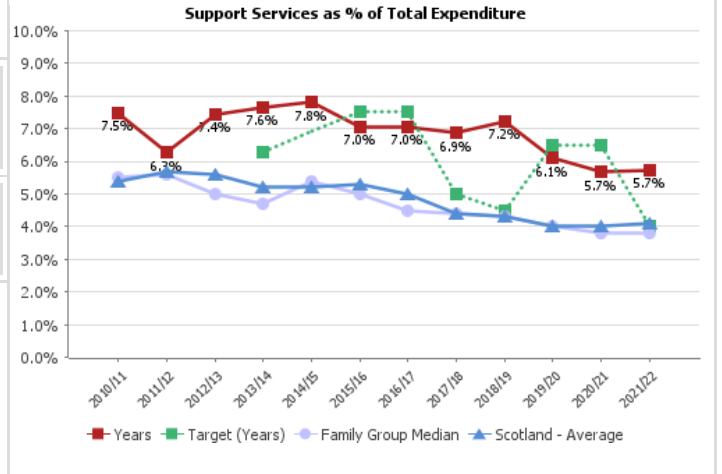
Useable reserves (as % of budgeted net revenue)

21/22	Clacks Value	Long Trend	Target	Status
	27.0%	⬆	23.6%	✅

	Family Group	Scotland	Rank	Quartile
	23.3%	24.4%	11	▮▮▮▯

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

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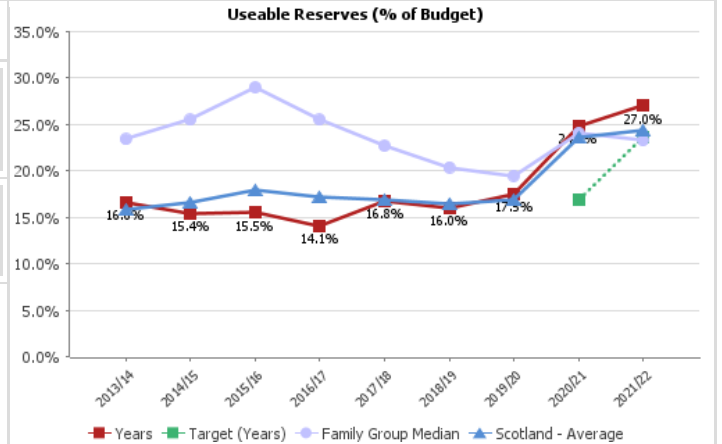
Uncommitted general fund balance (as % of budgeted net revenue)

21/22	Clacks Value	Long Trend	Target	Status
	4.3%	⬆	3.5%	✅

	Family Group	Scotland	Rank	Quartile
	2.4%	3.5%	6	▮▮▮▮

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

Uncommitted Balance (% of Budget)
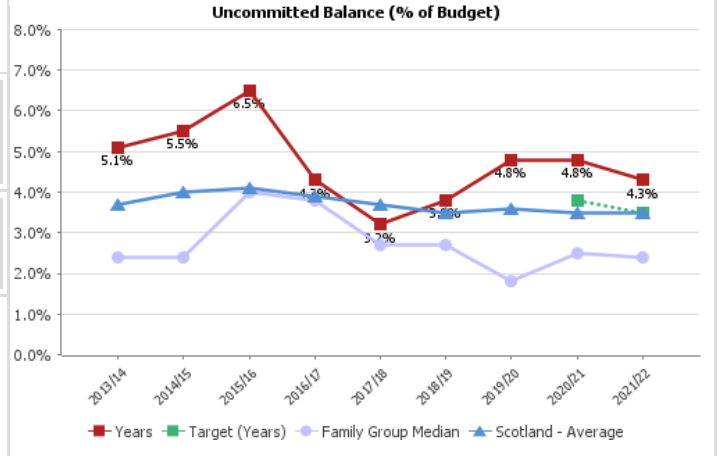
Ratio of financing costs to net revenue stream - general fund

21/22	Clacks Value	Long Trend	Target	Status
	3.7%	⬇	6.2%	✅

	Family Group	Scotland	Rank	Quartile
	4.5%	5.9%	8	▮▮▮▮

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

Cost/Revenue Ratio (GF)

In all charts: Years = Clacks annual value   See guidance on page 1 (Real costs cancel out inflation)   Page 32 of 36
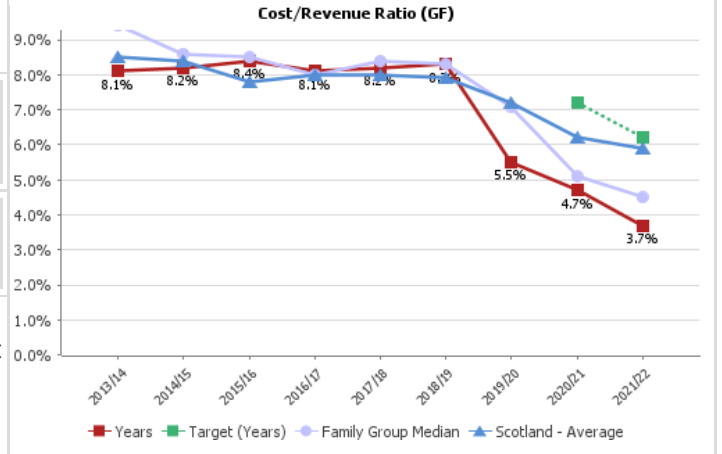
Ratio of financing costs to net revenue stream - housing revenue account 👍

21/22	Clacks Value	Long Trend	Target	Status
	7.3%	⬇	22.9%	✅

	Family Group	Scotland	Rank	Quartile
	23.8%	20.5%	2	▮▮▮▮

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

Cost/Revenue Ratio (HRA)
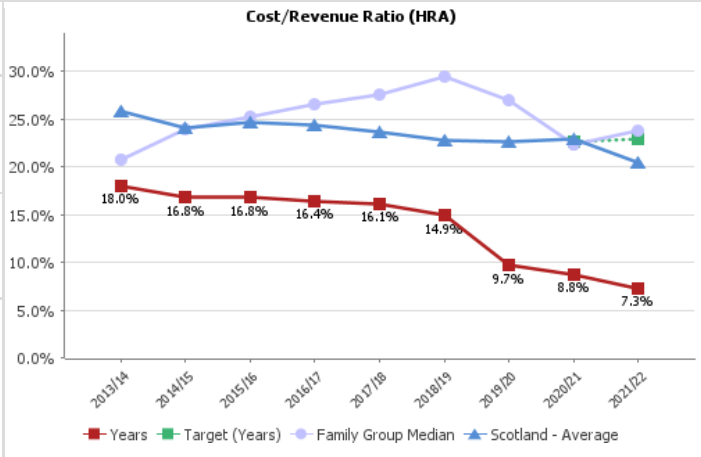
Outturn as % of budgeted expenditure ✋

21/22	Clacks Value	Long Trend	Target	Status
	93.0%	⬌	97.4%	✅

	Family Group	Scotland	Rank	Quartile
	99.1%	98.3%	30	▮▯▯▯

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

Outturn (% of Expenditure)
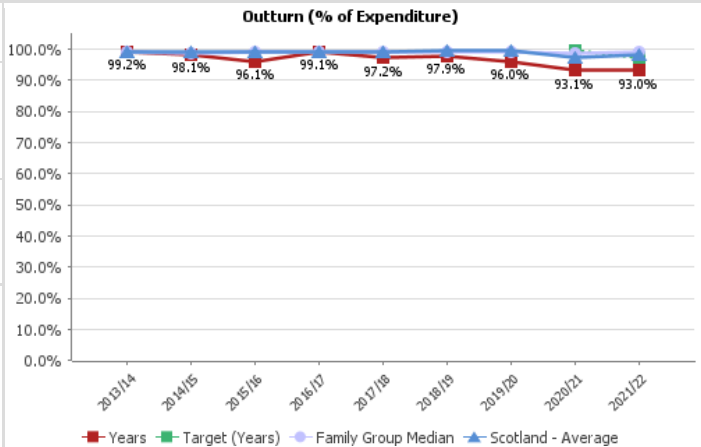
Invoices paid within 30 days ✋

21/22	Clacks Value	Long Trend	Target	Status
	87.7%	⬌	95.0%	⚠

	Family Group	Scotland	Rank	Quartile
	93.0%	92.2%	24	▮▮▯▯

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

Invoice Payment Within 30 Days
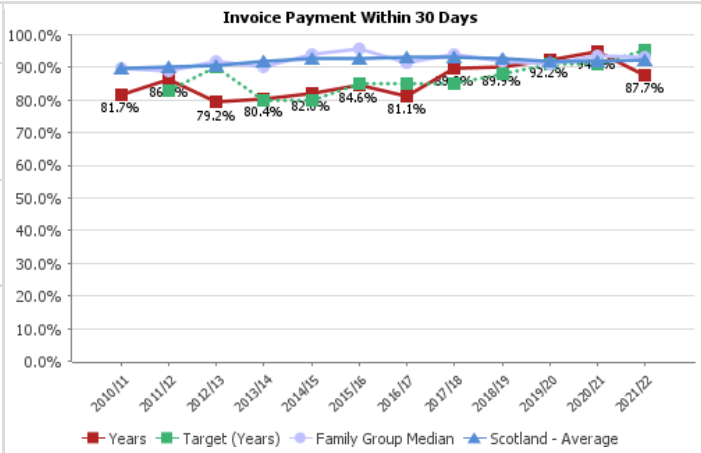
Procurement spend with local businesses 👍

21/22	Clacks Value	Long Trend	Target	Status
	22.7%	⬆	20.0%	✅

	Family Group	Scotland	Rank	Quartile
	20.2%	29.9%	21	▮▮▯▯

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

Procurement Spend - Local Businesses
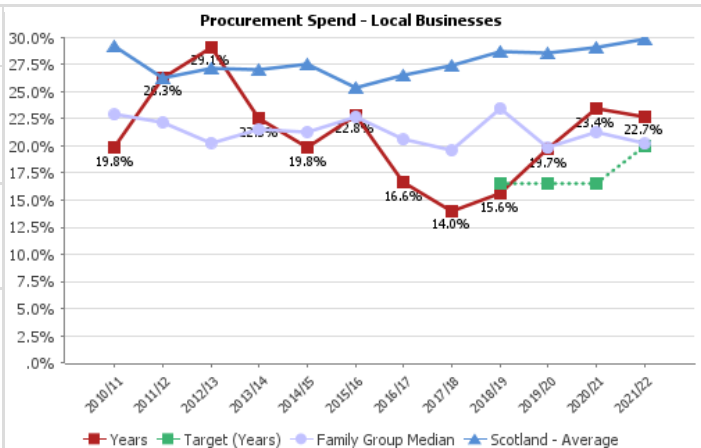
👍 **Cost of Council Tax collection (per dwelling)**

	Clacks Value	Long Trend	Target	Status
21/22	£3.70	⬆️ (red)	£6.63	✅

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

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

Real Cost of Council Tax Collection per Dwelling
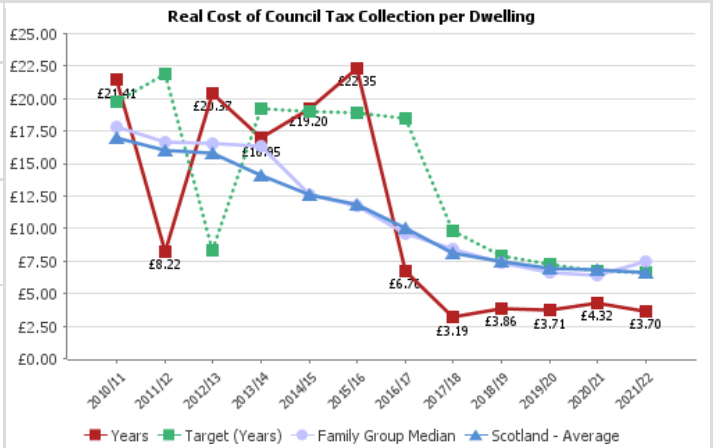
👍 **Income due from Council Tax collected within year**

	Clacks Value	Long Trend	Target	Status
21/22	96.2%	↔️ (yellow)	96.2%	✅

	Family Group	Scotland	Rank	Quartile
	96.2%	95.7%	16	▮▮▮▯

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

Council Tax Collected Within Year (%)
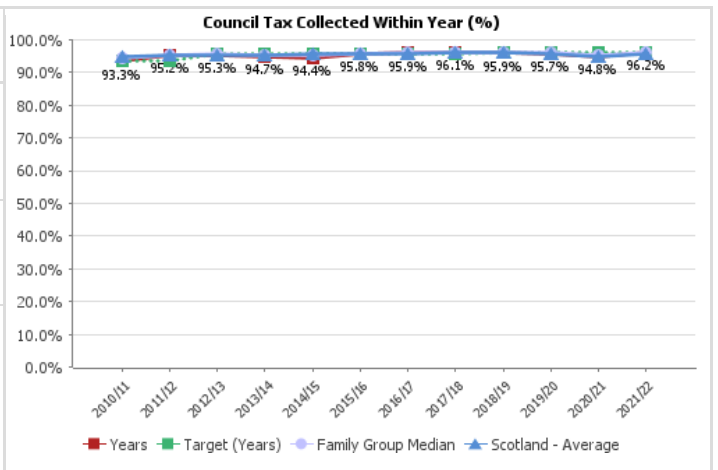
👍 **Crisis Grant decisions within 1 day**

	Clacks Value	Long Trend	Target	Status
21/22	96.8%	⬆️ (green)		❓

	Family Group	Scotland	Rank	Quartile
	97.9%	93.3%	18	▮▮▯▯

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

Crisis Grant Timeliness
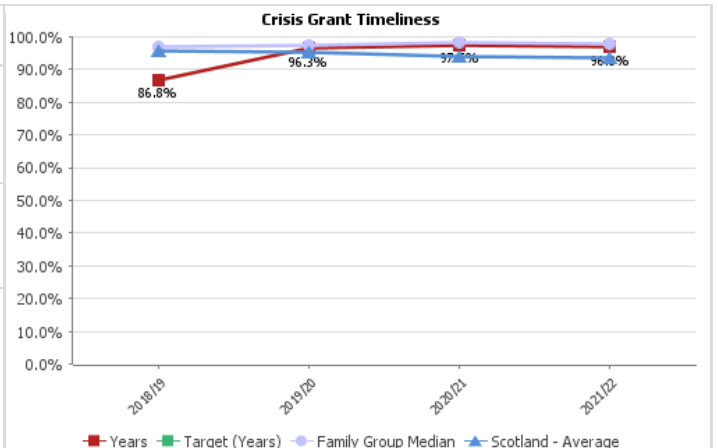
👍 **Community Care Grant decisions within 15 days**

	Clacks Value	Long Trend	Target	Status
21/22	96.5%	↔️ (yellow)		❓

	Family Group	Scotland	Rank	Quartile
	97.0%	85.8%	12	▮▮▮▮

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

Community Care Grant Timeliness
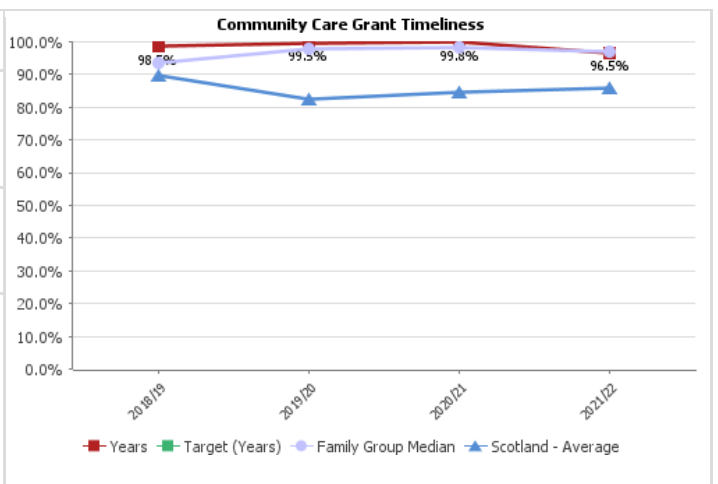
Scottish Welfare Fund budget spent at year end

	Clacks Value	Long Trend	Target	Status
21/22	108.4%	⬆		❓

	Family Group	Scotland	Rank	Quartile
	104.6%	115.2%	14	▮▮▮▯

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

SWF Budget Spent
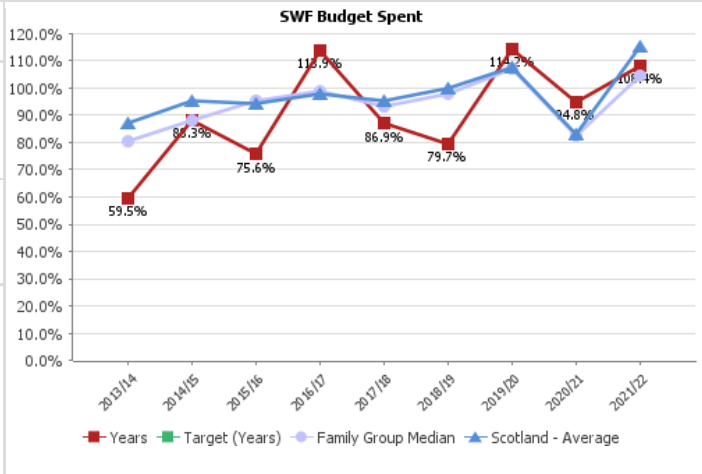
Discretionary Housing Payments funding spent at year end

	Clacks Value	Long Trend	Target	Status
21/22	87.4%	⬆		❓

	Family Group	Scotland	Rank	Quartile
	90.1%	96.0%	20	▮▮▯▯

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

DHP Funding Spent
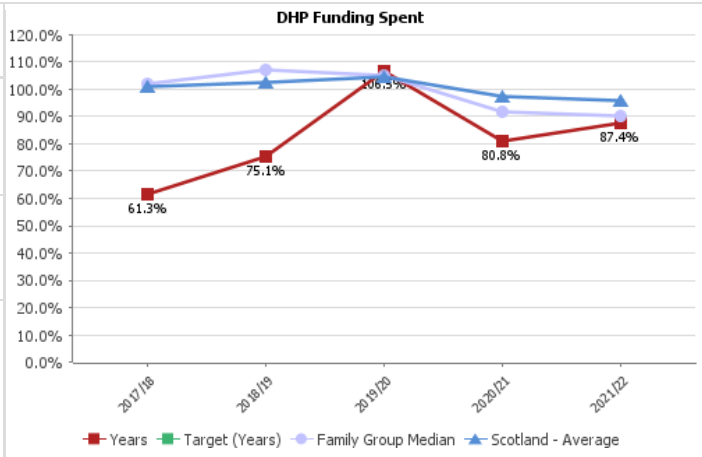
Museums	Partnership & Performance Directorate – Legal & Governance

❓ Cost per visit to museums & galleries

	Clacks Value	Long Trend	Target	Status
21/22	N/A	❓		❓

	Family Group	Scotland	Rank	Quartile
	£3.80	£4.46		

Clackmannanshire Council does not have a permanent museum.

Cost per visit to museums & galleries
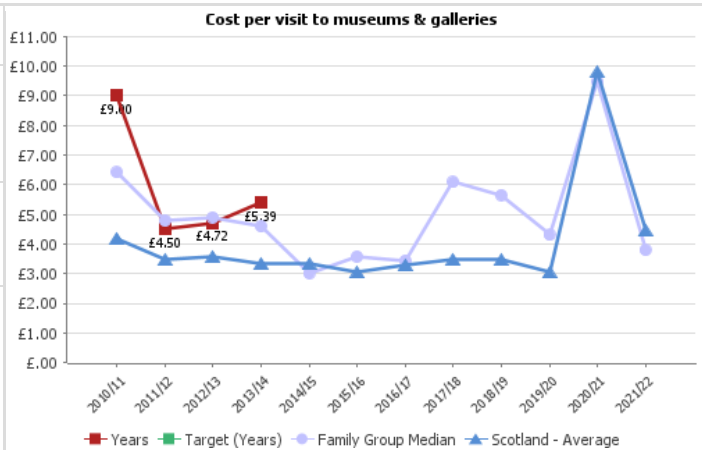
👎 Satisfaction with museums & galleries (3 yr avg)

	Clacks Value	Long Trend	Target	Status
20/21	48.1%	⬇	69.3%	⬮

	Family Group	Scotland	Rank	Quartile
	59.7%	71.3%	32	▮▯▯▯

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

Satisfaction with Museums & Galleries
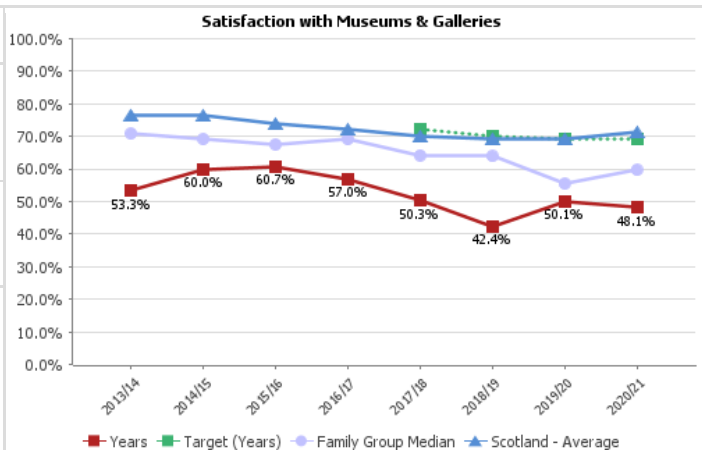
Average working days lost through sickness absence per local government employee (excluding Teachers – see schools)

	Clacks Value	Long Trend	Target	Status
21/22	14.9	↔	12.0	⬣

	Family Group	Scotland	Rank	Quartile
	12.7	12.4	30	▮▯▯▯

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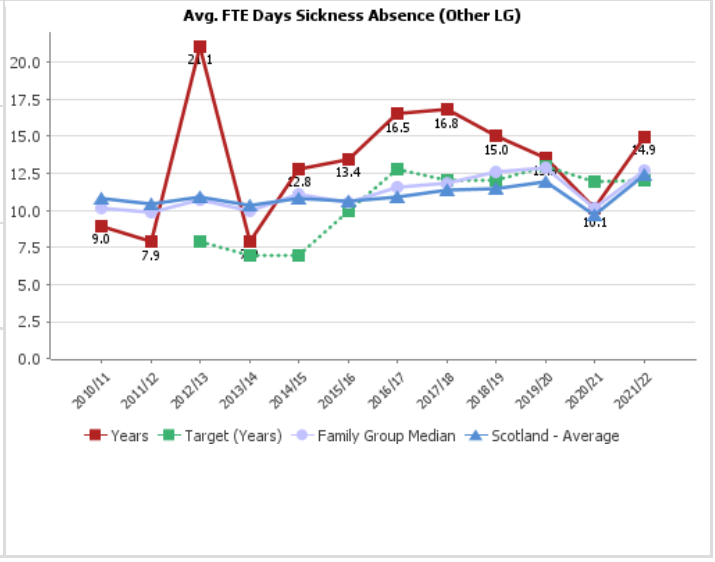
Avg. FTE Days Sickness Absence (Other LG)

Women in the highest paid 5% of Council earners

	Clacks Value	Long Trend	Target	Status
21/22	59.8%	⬆	50.8%	⬣

	Family Group	Scotland	Rank	Quartile
	59.2%	59.0%	12	▮▮▮▯

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

Women in top 5% of Council Earners
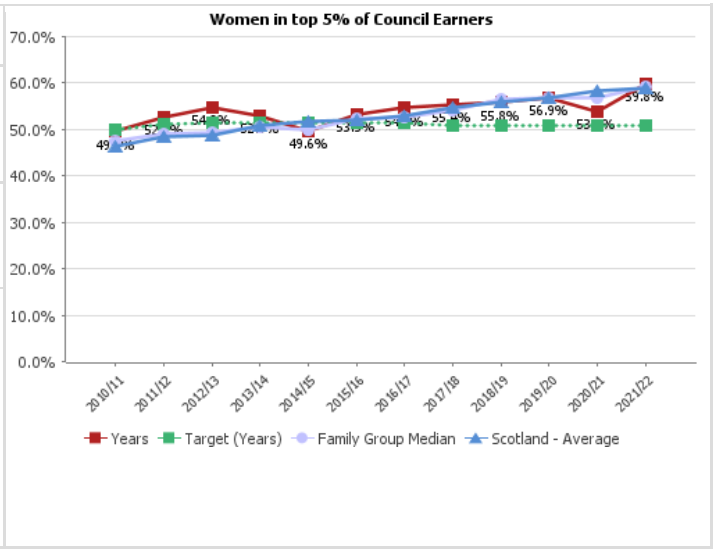
Gender pay gap (Council employees)

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

	Family Group	Scotland	Rank	Quartile
	2.4%	3.5%	9	▮▮▮▯

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

Gender Pay Gap (Council Employees)

CLACKMANNANSHIRE COUNCIL	THIS PAPER RELATES TO ITEM 12
Report to **Audit & Scrutiny Committee**	**ON THE AGENDA**
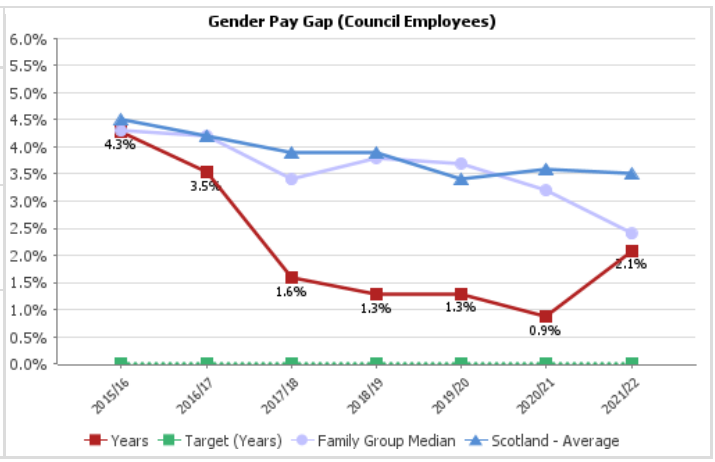
Date of Meeting: 20th April 2023

Subject: **Corporate Risk Register**

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

1.0 Purpose

1.1. This report provides Committee with the 2022/23 year end update on Clackmannanshire Council's Corporate Risk Register (Appendix A).

2.0 Recommendations

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

3.0 Considerations

3.1. Purpose of Risk Management

3.1.1. The Council has several key goals regarding how it will achieve the priorities set out in the Local Outcomes Improvement Plan (LOIP) and how it will transform services under the Be the Future programme. In order to effectively plan how we will achieve these goals, we must also consider the internal and external challenges with the potential to prevent or hinder their achievement. 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 the success of its initiatives.

3.1.2. 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. In recent years it has been well-recognised that Council officers and services deal, on a daily basis, with a wide variety of operational risks to individuals, communities and internal management processes. However, the corporate risk management approach must take a wider, more strategic view and consider short-, medium- and long-term implications, as well as (often complex) inter-dependencies.

3.1.3. The impact of the pandemic and other recent global events on Council services and the local community has been significant, and this approach remains critical in light of the Council's ongoing response and recovery planning. 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 which must be monitored and managed. In addition, consideration of risk at a Civil Contingencies and Incident Management level has been critical, as has the risk assessment process which has formed a significant part of the Council's ability to respond and manage service provision safely.

3.2. Corporate Risk Management Process

3.2.1. The corporate risk register is owned by the Strategic Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate Risk Management approach. The Council follows a systematic process, reporting corporate and service risks to Committee on a regular basis. The process is assessed via internal and external governance and audit mechanisms, and peer-reviewed by other authorities and partners.

3.2.2. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and review of the register by a range of individuals and groups. Discussions are held at the Corporate Risk & Integrity Forum (including risk owners and/or delegated officers) to:

- Review changes and developments in existing corporate and service risks;
- Investigate emerging externally-identified risks for local relevance;
- Evaluate emerging internally-identified risks (Internal Audit/self-assessment); and
- Consider significant risks, or those with implications across multiple services, for escalation to the corporate log, where they are managed until their severity reduces.

3.2.3. It would be impossible to remove all risk from our operations as most of our functions have inherent risks, as do most changes. Moreover, we cannot choose not to make changes, as this would involve exposure to other risks, such as failing to fulfil statutory duties, comply with legislative developments or take advantage of new opportunities/technologies. The aim, therefore, is not to be 'risk averse' but 'risk aware'.

3.2.4. We identify our approach to managing each risk as:

Treat: we will take action to reduce the risk;
Tolerate: actions within our control have been completed and plans are in place;
Transfer: the risk will be passed to another party, such as insurers;
Terminate: the activity that is causing the risk will be ceased.

3.3. Current Risk Profile & Development Activity

3.3.1. As shown in Appendix A, the current context is extremely challenging, involving complex and fast-evolving factors, many of which compound existing concerns, or are intrinsically linked to our ability to manage them. In some areas, positive mitigations are outweighed by worsening external factors, resulting in little direct change. Interdependencies are also clearly evident, with economic, environmental, technological, societal and geopolitical impacts expected to continue for quite some time. We are, however, not alone and one factor within our control is how we ensure that high standards of diligence are applied in all areas of our work with partners and communities.

3.3.2. The score for Public Utilities has reduced, and verbal updates can be provided at Committee on this and any other developments between the time of writing and presentation. It is notable, however, that several key risks are currently major external issues, broadly outwith the Council's control but with potentially significant local impacts. The energy, cost of living and public health situations, in particular, will be closely monitored and addressed, where possible, with local partners and national bodies.

3.3.3. The Corporate Risk & Integrity Forum continues to lead progress on mitigations and provide challenge and peer-review. Training is ongoing via our risk management partners, Gallagher Bassett, currently focussing primarily on Health & Safety for senior managers, and the circulation of other guidance and materials internally. Work also continues on supporting services and reviewing the corporate risk strategy, as well as partnership work with the Health & Social Care joint risk forum.

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 Risk Log

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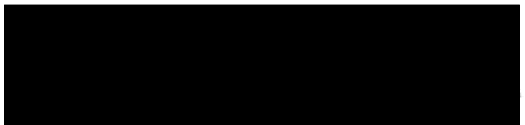
11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes   (please list the documents below)   No ✓
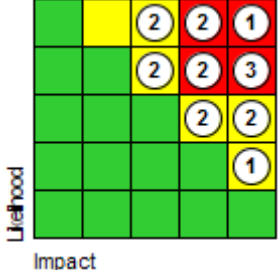
Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

Approved by
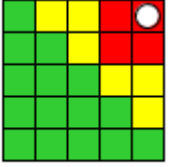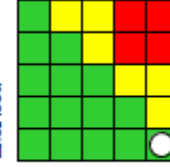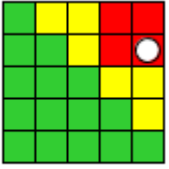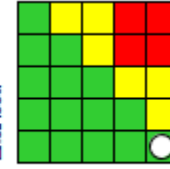
NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	██████████████████

Appendix A - Corporate Risk Log

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
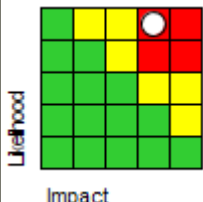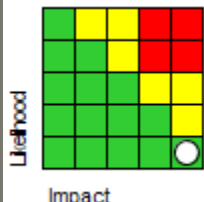www.clacks.gov.uk
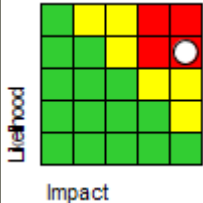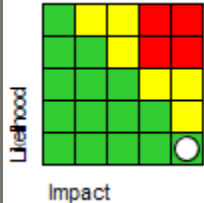
Summary of Changes	Distribution of Scores
At the end of the 2022/23 financial year (out of a total of 17 risks): **Status** 8 risks are red (9 in previous report - quarter 3, 2022/23) 9 risks are amber (previously 8) No risks are green (same as previous - fewer green as normally demoted to lower-level registers unless particular scrutiny needed) **Approach** 12 risks are being **Treated** (same as previous) 5 risks must be **Tolerated** (same as previous) **Change in Scores Since Last Review** No risks have increased 16 risks remain the same 1 risk has reduced No risks have been added to or removed from the register	
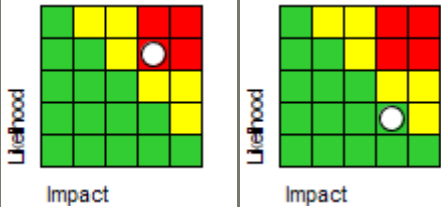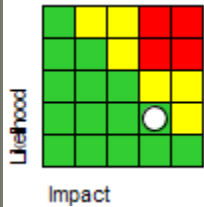
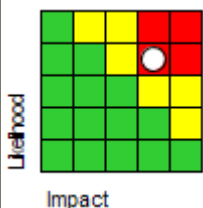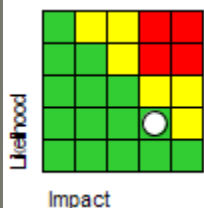| Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	25	🔴	Treat	▬
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20	🔴	Treat	▬
COU CRR 034	Insufficient Pace and Scale of Organisational Transformation	20	🔴	Treat	▬
COU CRR 050	Supply Chain & Labour Market Disruption	20	🔴	Tolerate	▬
COU CRR 012	Health & Safety Breach	20	🔴	Treat	▬
COU CRR 022	Public Health Emergency	20	🔴	Tolerate	▬
COU CRR 048	Increasing Attainment Gap	16	🔴	Treat	▬
COU CRR 009	Information Not Managed Effectively	16	🔴	Treat	▬
COU CRR 046	IT System Failure	15	🔺	Treat	▬
COU CRR 023	Industrial Unrest	15	🔺	Tolerate	▬
COU CRR 040	Failure of Public Utility Supply	15	🔺	Tolerate	⬇
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15	🔺	Treat	▬
COU CRR 047	Inadequate Workforce Planning	12	🔺	Treat	▬
COU CRR 011	Harm to Child(ren)	12	🔺	Treat	▬
COU CRR 037	Failure to Address Serious Organised Crime	12	🔺	Treat	▬
COU CRR 031	Failure to Prepare for Severe Weather Events	12	🔺	Tolerate	▬
COU CRR 049	Continued Contribution to Climate Change	10	🔺	Treat	▬

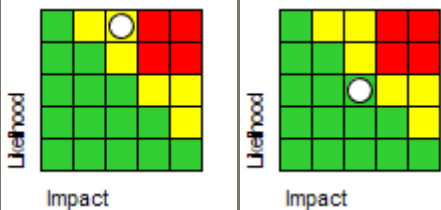| **Approach** Treat						

🔴 ➖	**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	Indicative budget gap for 2023/24 remains at £11.3m. Annual budget process is progressing to identify savings but this is proving extremely challenging. Scottish Budget and Local Authority Draft Settlement due mid to late December which will inform the position further, confirming funding being made available to the Council for 2023/24.	

Related Actions	Audit of 2021/22 Accounts by Audit Scotland	COU EXA 212	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

🔴 ➖	**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 and wider impacts associated with the cost of living crisis.	
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, recent Child Poverty statistics and the cost of living crisis.	

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

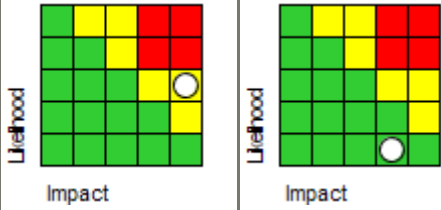Appendix A – Corporate Risk Log   ✅ Low: 9 or less   🔺 Medium: 10 – 15   🔴 High: 16 or more   ⬆Increased   ➖ Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 2 of 9

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		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	Special Council meeting of 9th March approved a General Services Budget for 23/24 that highlights the continued focus on our transformation ambitions. Our capital programme will see £236 million invested in the area over the next 20 years. It is an ambitious plan which will deliver a new Wellbeing Hub, improvements to our schools, significant economic regeneration and will play a key role in our journey towards net zero. One of the financial flexibilities awarded by the Scottish Government to use capital receipts for transformation is due to end at 31st March 2023, meaning the Transformation Team fixed-term model will cease by the end of May 2023. A paper is to come to a future Council meeting informing the next steps of the Be the Future Transformation Programme. The Capital Plan, however, includes new and alternative provision for resources to prioritise delivery of key Capital Plan projects in support of the Council's transformation ambitions and strategy of investment-led recovery. An Investment Strategy for Clackmannanshire is to be developed that will attract potential investors to work with the Council and its partners to develop Clackmannanshire as an investable proposition.	

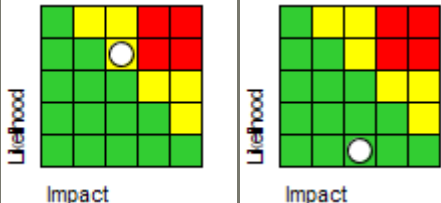| Related Actions	Be the Future Transformation Programme	COU BTF	Existing Controls	Be the Future Board

		Health & Safety Breach	Chief Executive		Current Score	20	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.	
Note	There are still significant gaps in our legal compliance and discussions with managers still show significant gaps in their understanding of their responsibilities. IOSH Managing Safely programme being rolled out to help plug this gap as part of work on the Health & Safety Strategy	

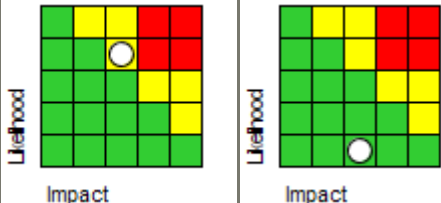| Related Actions	Revised Health & Safety Strategy & Actions Plan	CRR P&P HR1	Existing Controls	Health & Safety Management System
	Governance improvement actions across all services	CRR P&P LD1		Health & Safety Corporate Training Programme

Appendix A – Corporate Risk Log   ⊘ Low: 9 or less   △ Medium: 10 – 15   ● High: 16 or more   ⬆Increased   ▬ Consistent   ⬇Reduced   **N**ew Risk   **R**emove from log   Page 3 of 9

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		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.
Potential Impact	Poor school leaver destinations/participation, young people failing to reach potential, longer-term impacts on social mobility, poverty, life chances & economic growth, plus reputational damage and implications for inspections & funding.
Note	Recovery Plans now form part of School Improvement Plans and support continues from Centre Teams & government funding. Health & wellbeing impacts and emerging challenges being addressed by Educational Psychology & partners. Redesigned approach to Scottish Attainment Challenge has seen funding to 9 Challenge Authorities (£43m) distributed equitably between all 32 local authorities - now named Strategic Equity Funding. This significantly reduces finance available for local Programme Plans, tapering down over next 4 years (2022-25). We continue to monitor attainment closely, with targeted support to close any identified gaps, and funding will be carefully allocated to mitigate risks.

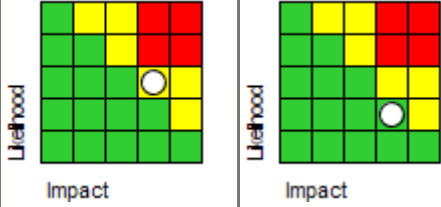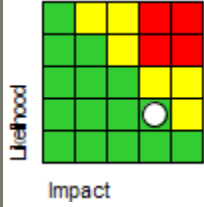| Related Actions	Increased attainment in Literacy and Numeracy	NIF 21 10	Existing Controls	Education Senior Management Team
	Collective efforts ensure that interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap	NIF 21 16		Strategic Equity Funding
	Covid-19 Education Recovery Plan	PPL EDU CRP		National Improvement Framework

		Information Not Managed Effectively		Senior Manager - Legal & Governance		Current Score	16	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.
Potential Impact	Legal/reputational/financial implications from breaches (regulators being the ICO and SIC can impose monetary penalties and enforcement notices), 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	Further action is required on Records Management and Data Protection and FOI systems, awareness and resourcing and this is being addressed as a priority.. The likelihood of this risk occurring increased at the last review in relation to external cyber security threats. Work continues around opportunities from MS365, review of Data Protection policies and partnership sharing agreements. Planned actions around reviewing the training approach and manager support to ensure the completion of mandatory training by all staff.

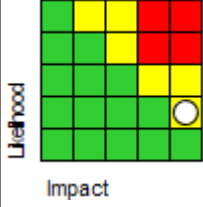| Related Actions	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1	Existing Controls	Data Sharing Agreements
				GDPR Guidance & Training

Appendix A – Corporate Risk Log   ✓ Low: 9 or less   △ Medium: 10 – 15   ● High: 16 or more   ⬆Increased   ➖ Consistent   ⬇Reduced   New Risk   Remove from log   Page 4 of 9

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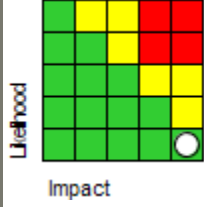
IT System Failure			Senior Manager Partnership & Transformation	Current Score	15	Target Score	9

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).
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 Cyber Essentials health check is being scheduled, however, recent global issues increased this risk at the last review, 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		Service Level Agreements & Contracts

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.
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.

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)

Appendix A – Corporate Risk Log   ✓ Low: 9 or less   △ Medium: 10 – 15   ● High: 16 or more   ⬆Increased   ▬ Consistent ⬇Reduced   **N**ew Risk   **R**emove from log   Page 5 of 9

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⚠️ ➖ **Inadequate Workforce Planning**	Senior Manager HR & Workforce Development	Current Score	12	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.
Note	Work is taking place to develop an interim Workforce plan for 23/24 with a 3 year plan for 24-27 being developed later this year/early 2024. The main issues relates to capacity, a stretched and fatigued workforce balancing "business as usual", pandemic recovery as well as need to progress 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. Workforce Planning Session have taken place within People and P&P Portfolios facilitated by the Team Leader - Workforce Development and Learning.

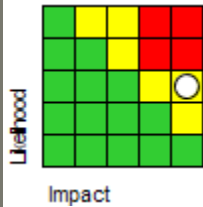| Related Actions	Develop & implement the strategic workforce plan 2022-25	CRR P&P HR4	Existing Controls	Strategic Workforce Plan
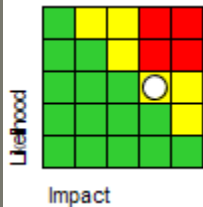
⚠️ ➖ **Harm to Child(ren)**	Strategic Director - People	Current Score	12	Target Score	3

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.
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	Measures in place include a risk management plan and case management framework which is regularly reviewed and updated by Senior Managers. Staff turnover remains a significant risk factor however efforts remain ongoing to recruit to vacant social worker posts quickly as possible..

Related Actions			Existing Controls	
	Children's Services Plan 2021-24	PPL CHC CSP		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

Appendix A – Corporate Risk Log   ✅ Low: 9 or less ⚠️ Medium: 10 – 15 🔴 High: 16 or more   ⬆️Increased ➖ Consistent ⬇️Reduced **N**ew Risk **R**emove from log   Page 6 of 9

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⚠️ ➖	**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.
Note	Situational awareness and monitoring of significant developments or intelligence continues, though further organisational development is necessary and an ongoing challenge in this area. 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.

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

⚠️ ➖	**Continued Contribution to Climate Change**	Strategic Director - Place	Current Score	10	Target Score	5

Risk	The Council fails to play its part in addressing the climate emergency, such as by not adapting to climate change, by not reducing waste and the need to travel, 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 including flooding (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. A comprehensive Net Zero/Climate Change Strategy and Climate Emergency Action Plan is being prepared and a Council Climate Emergency Group and community Climate Change Forums are being established to support this process. Scotlands 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. However, a comprehensive Climate Change/Net Zero Strategy is now required to guide the Council and communities to a net zero future.

Related Actions	Develop Net Zero strategy and action plan	PLC 213 101	Existing Controls	Local Biodiversity Action Plan
	Develop routemap to compliance with EESSH2 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

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent   ⬇️Reduced   **N**ew Risk   **R**emove from log   Page 7 of 9

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Approach Tolerate

		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				Service Level Agreements & 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		No change to impact and Likelihood however this is now ever present				Procurement Processes & Procedures

		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 although required response from the Council has greatly reduced. 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 survey was undertaken to identify lessons learned and inform the ongoing process of response and recovery. The Council has contributed to the UK National Covd 19 enquiry and is currently contributing to the Scottish Government Covid 19 enquiry.				Major Incident Procedures

		Industrial Unrest	Chief Executive	Current Score	15	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.				Trade Union Communications Protocol
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.				Business Continuity Plans
Note		At the time of writing, no settled position has been reached with SNCT Teaching side despite a revised offer being made in February 2023. Strike action is ongoing with a number of national and local days planned. Negations are ongoing. Should there be any settlement which moves away from "partity" with other bargaining groups this may lead to a request to reopen neogations form SJC/further ballots for strike action.				Forth Valley Local Resilience Partnership

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent   ⬇️Reduced   **N**ew Risk   **R**emove from log   Page 8 of 9

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⚠️ 🔽 **Failure of Public Utility Supply**		Strategic Director - Partnership & Performance	Current Score	15	Existing Controls
Risk	Sustained loss of gas, electricity, water and 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 significant concern due to infrastructure & power interdependencies, particularly a National Power Outage or Blackstart event which would result in widespread and significant disruption of services. A priority for the Resilience community and Scottish Government, particularly due to Councils' duty of care. Planning & work is being prioritised to reflect work by UK and Scottish Governments around National Power Outage and national exercising in 2023. Development of local and regional resilience plans are underway with category 1 resilience partners including SPEN, SGN and Scottish Water. Key concern is inability to communicate with other agencies during an outage.				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. Impact on delivery, reputation & finances, and increased workload in numerous services to support communities, including clearing roads and core paths (e.g. from fallen trees & other debris).				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, seasonally dependant and in light of the potential 'layering' of risks this year including ongoing pandemic response and national power outage, the score remains consistent. Lessons learnt from Storm Arwen are being built into plans, including mutual aid with neighbouring Councils and an increase in the number of 4x4 vehicles the Council now has.				Forth Valley Local Resilience Partnership

Appendix A – Corporate Risk Log   ✅ Low: 9 or less   ⚠️ Medium: 10 – 15   🔴 High: 16 or more   ⬆️Increased   ➖ Consistent   🔽Reduced   **N**ew Risk   **R**emove from log   Page 9 of 9

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