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FALKIRK COUNCIL

MINUTE of MEETING of the SCRUTINY COMMITTEE held in the MUNICIPAL BUILDINGS, FALKIRK on FRIDAY 31 OCTOBER 2014 at 9.30 AM.

COUNCILLORS:	Allyson Black Baillie William Buchanan Charles MacDonald John McLuckie Baillie Joan Paterson Provost Pat Reid (Convener)
OFFICERS:	Margaret Anderson, Director of Social Work Services Caroline Binnie, Communications and Participation Manager Caroline Brown, Business Advisor Fiona Campbell, Head of Policy, Technology and Improvement Elaine Costello, Integration Support Manager Matthew Davies, Service Manager Douglas Duff, Head of Economic Development and Environmental Services Andrew Facherty, Additional Support for Learning Manager Jack Frawley, Committee Services Officer Elizabeth Hood, Neighbourhood and Access to Housing Manager Eileen Hutton, Childcare Provision Co-ordinator Colin Moodie, Depute Chief Governance Officer Brian Pirie, Democratic Services Manager Linda Scott, Corporate Policy Officer Bryan Smail, Chief Finance Officer Carron Smith, Principal Business Support Officer Celia Sweeney, Corporate Policy Officer (Equalities) Vivien Thomson, Service Manager Andrew Wilson, Policy and Community Planning Manager
ALSO ATTENDING:	Neil Brown, General Manager, Falkirk Community Trust Jane Clark, Business Development Manager, Falkirk Community Trust

S30. APOLOGIES

No apologies were intimated.

S31. DECLARATIONS OF INTEREST

Councillor Black declared a non-financial interest in S34, as a director of a company which had utilised the Business Gateway service and S41, as a director of Falkirk Towns LTD and considered that this required her to recuse herself from consideration of the items having regard to the objective test in the Code of Conduct.

Provost Reid declared a non-financial interest in S33 as a director of Falkirk Community Trust but did not consider that this required him to recuse himself from consideration of the item, having regard to the objective test in the Code of Conduct and the relevant specific exclusion contained in the code.

S32. MINUTES

(a) The minute of the meeting of the Scrutiny Committee held on 25 September 2014 was approved; and

(b) The minute of the meeting of the Performance Panel held on 26 September 2014 was noted.

S33. FOLLOWING THE PUBLIC POUND: FALKIRK COMMUNITY TRUST

The committee considered a report by the Chief Executive presenting an update on the work of Falkirk Community Trust (the Trust) against key objectives for the period 1 April 2013 to 31 March 2014, in line with Following the Public Pound (FPP) and Council procedure.

Neil Brown, General Manager, Falkirk Community Trust gave a presentation on the Trust's achievements, areas for development, improvement actions and future direction. He described a number of key successes: management of the Helix park; winning the Creative Scotland Creative Place Award for places under 100,000 residents; Callendar House securing VisitScotland's 5 star status; Falkirk Archives at Callendar House being awarded Archive Service Accreditation, and securing the Commonwealth Games running track for Grangemouth stadium. He then described areas for development: the creation of delivery plans for arts, libraries and sport; creation of masterplans for Kinneil and Callendar Estates; development of an asset management plan with the Council, and opening the Kelpie visitor centre. He provided details of a number of improvement actions: creation of a library development plan; investment at the Mariner centre and Grangemouth sports complex; ICT investment to improve customer services; development of management plans for Muiravonside and Callendar park, and reviewing the active schools programme. Neil Brown stated that the Trust faced specific challenges regarding: income growth; efficiencies, and rationalisation of services and facilities. The key objectives for the next three years were: meeting customer needs; organisational development; and financial sustainability.

Members asked if there had been initial difficulties in securing external funding. Neil Brown stated that the Trust faced issues similar to other new organisations but that the Trust's successes increased its access to funding. Members questioned the challenge of the £500,000 target for external funding when that amount had been achieved in the previous year. Neil Brown stated that attracting funding was a challenge and that some areas of funding would shortly expire whilst others had required seed funding from the Council.

The Committee asked about the future of library services. Neil Brown stated that libraries faced many issues and the library development plan had been brought one year forward to fundamentally review library services. The introduction of Universal Credit was one reason for increased library computer use as most people apply online and manage their claim through an online account. Software and hardware at Falkirk library had been refreshed. Investment in online magazine and books, for download had been a success. Analysis of why some customers stopped using libraries was ongoing.

The committee asked how the Trust would ensure that facilities were available throughout the Council area. Neil Brown stated that new facilities would be located where opportunities arose. Some customers would have to travel to access unique facilities such as the ski slope, whereas library provision was Council wide. The Trust was mindful of community needs and tried to meet them.

Members asked about visitor number recording. Neil Brown advised that Kinneil Museum's figures no longer included visits to only use the conveniences, which gave increased accuracy. Recording at Callendar House was complex due to the number of attractions there. In six months over 600,000 visitors had been counted at the Helix park.

The committee expressed concern at missed revenue opportunities at the Helix park and that a gift shop should have been provided. Neil Brown advised there was a focus on income generation and work was ongoing. The committee asked why the visitor centre at the Helix park had not been completed given the high number of visitors. Fiona Campbell stated that she would provide members with information on the visitor centre project.

Members questioned the performance indicator for admissions to the Hippodrome being rated a tick with the 19% decrease. Neil Brown stated the figures were reported to the Trust's audit performance group as a tick if within 5% of target but work to improve admissions was ongoing.

The committee asked if, with a decrease of 8,000 visitors to Park Gallery, security cameras would better use resources. Neil Brown stated that staff presence was an insurance requirement of many artists and visual arts assistants were vital in explaining artworks, without which many visitors would not engage as well with the art.

The committee asked for financial information and reinvestment. Neil Brown stated that the Trust was not run for profit and its £18.2m income had been used. Reinvestment opportunities were limited as expenditure was outpacing income.

Members asked if commercial sponsorship had been considered for Trust properties. Neil Brown stated that cultivation events had been held to encourage sponsorship, but that it was challenging to attract sponsorship for pre-existing sites.

The committee sought an update on Stenhousemuir gym. Neil Brown advised that £1m of funding had been secured and that the Trust was on target to open in June 2015.

Members asked about investment in swimming pools and fitness facilities. Neil Brown stated that sustainability was the driver for investment. The Trust sought to address the decreased use of swimming pools by children and young people.

Members asked about the Trust's borrowing powers. Neil Brown advised that the Trust sought an increase to the funding agreement from £200,000 to £1m, to allow investment and generate further income.

The committee discussed ICT investment. Neil Brown stated that investment was required to deliver services which meet customer expectations, such as online booking. Box office opening hours were under review as they were not customer friendly.

Decision

The committee approved the report and acknowledged the progress Falkirk Community Trust has made in delivering on its core commitments for the Council.

In accordance with her declaration of interest, Councillor Black left the meeting at this point.

S34. BENEFITS OF BRINGING BUSINESS GATEWAY IN HOUSE

The committee considered a report by the Director of Development Services presenting an update on the benefits of bringing the Business Gateway service in house. The report had been requested by the Committee on 14 August 2014 (ref S22).

The report provided information on the activities and outputs of Business Gateway in the operational year 1 April 2013 to 31 March 2014. Direct comparisons for activity previously delivered externally were given and details of other activities for which there were not direct comparisons available were provided. The report gave examples of the benefits to businesses since the service moved in house.

Douglas Duff provided an overview of the report and stated that external European funding had been secured. The service had worked with Scottish Enterprise in developing support to businesses. To encourage local entrepreneurship assistance was provided to new businesses as well as after care support. Douglas Duff highlighted a case study where Business Gateway had reacted quickly, relocating and safe guarding jobs.

Members asked for information in regard to redundancies. Carron Smith stated that Partnership Action for Continuing Employment, the Scottish Government's initiative dedicated to helping individuals and employers with advice and support when faced with redundancy are the lead organisation. Planned redundancies are notified to the Scottish Government and then the Council. Intervention processes are initiated and officers work with employers to look at options. Support to aid transition is provided, such as to claim benefits or become self employed.

The committee asked if there was an annual cap on the number of loans approved from the BP Business Loan Fund. Carron Smith advised that a budget of £150,000 is held and applicants must demonstrate that they meet the criteria. She stated that the BP Business Loan Fund panel were often more sympathetic than mainstream lenders.

Members asked about the support and financial help offered by Business Gateway. Carron Smith stated that the start up loan fund offered up to £10,000 and could be used in conjunction with the BP Business Loan Fund.

The committee asked how many customers had been surveyed to give the 100% satisfaction rating in the report. Carron Smith stated that the figures reported were part of external quality assurance which provided periodic snapshots. In the reported figures 9 or 10 clients had responded.

Members asked for more information on the Association of Town and City Management award for Developing the Evening and Night-Time Economy, which was awarded to Falkirk. Douglas Duff stated that the business development division had worked to promote Falkirk Delivers and the Best Bar None awards. The use of taxi marshalling reinforced night time safety in the town centre.

Decision

The committee continued consideration of whether the subject matter of the report is suitable for inclusion in the Council's scrutiny plan to the next meeting to allow consideration of all the reports requested on 14 August 2014.

Councillor Black re-entered the meeting at conclusion of the previous item of business.

S35. COUNCIL COMPLAINTS HANDLING PROCEDURE

The committee considered a report by the Director of Corporate and Neighbourhood Services presenting information requested by the committee on 14 August 2014 (ref S22) in regard to the Council's handling of complaints.

The report provided information on the Council's complaints handling procedure (CHP) and its implementation. The CHP was based on a two stage process, front line resolution and investigation. Only issues not resolved at the first stage or that are complex, serious or 'high risk' move to stage two. The report provided information on performance at frontline resolution and investigation and examples of services learning from complaints.

Caroline Binnie provided an overview of the report highlighting the response timescales for frontline resolution and investigation, five and twenty days respectively. Before implementing the CHP, staff had been trained by the Scottish Public Services Ombudsman (SPSO) training unit. All staff have access to online complaints training.

The committee asked if complaint numbers were compared against previous levels. Caroline Binnie stated that the numbers were fairly consistent. Subsequent to issuing the report the SPSO had supplied figures for the number of complaints referred to them regarding the Council. The number of referrals and the areas in which the complaints were made were in line with national figures.

Members asked about the reporting of complaints information. Caroline Binnie advised that the information is reported to the Performance Panel at service level, although corporate figures could be provided.

The committee asked for the results of national benchmarking. Caroline Binnie stated that benchmarking was in progress and she would ask for an indicative timetable.

Members asked if comparison against other Councils was available. Caroline Binnie stated that the Council compared well against information published by other Councils.

The committee asked if some complainants go direct to the SPSO rather than through the CHP. Caroline Binnie stated that there can be a lack of understanding of process but the SPSO will not consider a complaint if the Council's process has not been completed.

Decision

The committee continued consideration of whether the subject matter of the report is suitable for inclusion in the Council's scrutiny plan to the next meeting to allow consideration of all the reports requested on 14 August 2014.

S36. FREEDOM OF INFORMATION (SCOTLAND) ACT 2002

The committee considered a report by the Chief Governance Officer which provided information requested by the committee on 14 August 2014 (ref S22) in regard to the Freedom of Information (Scotland) Act 2002 (FOISA) and the Environmental Information (Scotland) Regulations 2004 (EIR).

The report provided statistical information for 2012, 2013 and the first two quarters of 2014 and information on charges and time spent on Freedom of Information (FOI) and EIR requests. An update on the work of the Scottish Information Commissioner, the Council's publication scheme and training and development were also provided.

Colin Moodie provided an overview of the report highlighting the increasing numbers of requests and compliance with timescales. Rarely were requests refused on the grounds of cost or fees notices served. In 2013 fees notices were issued in less than 1% of all cases.

Summarising the report, Colin Moodie suggested that there were four points for action and consideration to be take from the report:-

1. that efforts continue to ensure a high rate of compliance with the response timescales for information requests;
2. work should continue to try to give better information on the source of requests;
3. consideration should be given to more active publication; and
4. better systems and processes should be developed to improve organisational learning from information requests.

The committee asked how many requests were made by politicians. Colin Moodie advised that some information was available for the current year and that requests from elected representatives were 3% of the total.

Decision

The committee continued consideration of whether the subject matter of the report is suitable for inclusion in the Council's scrutiny plan to the next meeting to allow consideration of all the reports requested on 14 August 2014.

Baillie Buchannan left the meeting during consideration of the following item of business.

S37. OPTIONS APPRAISAL – ARE YOU GETTING IT RIGHT? – NATIONAL AUDIT REPORT

The committee considered a report by the Director of Corporate and Neighbourhood Services which provided a summary of the Audit Scotland 'Options appraisal: are you getting it right?' report.

The report outlined the key messages contained in the Audit Scotland report and the Council's current practice in regard to options appraisal. Fiona Campbell provided an overview of the report and highlighted the 'Questions for councillors' document contained at appendix two to the Audit Scotland report.

The committee asked if all members would be provided with the Audit Scotland report. Fiona Campbell confirmed that all members would get a copy of the report.

Members commented that 'Questions for councillors' was a useful tool and asked why equality impact assessment was not included. Fiona Campbell stated that for any change of policy an equality impact assessment would be carried out.

Decision

The committee:

(i) noted the national report on options appraisals;

(ii) requested that guidance on service reviews is reviewed to ensure it reflects best practice as set out in the report;

(iii) requested that a copy of the checklist is provided to all members; and

(iv) requested that guidance provided to scrutiny panels and policy development panels is reviewed to ensure it incorporates relevant elements of the checklists and guidance.

S38. AUDIT REPORT – AN OVERVIEW OF LOCAL GOVERNMENT IN SCOTLAND 2014

The committee considered a report by the Director of Corporate and Neighbourhood Services which provided a summary of the Audit Scotland 'An Overview of Local Government in Scotland 2014' report.

The report outlined the key messages and key recommendations in the Audit Scotland report. The report highlighted that Falkirk Community Planning had undergone an audit of its work, published in May 2014, and that the Council was to be the subject of a best value audit on performance management and scrutiny.

Fiona Campbell provided an overview of the report and highlighted the checklist contained at appendix two to the Audit Scotland report.

Decision

The committee noted the report.

The committee agreed to an adjournment for lunch. The committee adjourned at 12.45 p.m. and reconvened at 1.35 p.m. with all members present as per the sederunt with the exception of Baillie Buchanan.

S39. FOLLOWING THE PUBLIC POUND: SERVICES TO EARLY YEARS CHILDREN & YOUNG PEOPLE (FPP) - 2013/2014 MONITORING REPORT

The committee considered a joint report by the by the Director of Social Work Services and Acting Joint Director of Education Services which provided an update on the work of external organisations in receipt of funding which provided services to early years, children and young people, and which fall within the FPP reporting and monitoring arrangements.

The report provided information on factors which impact service demand including national and local policy context and demographic change. An individual report was appended for each of the fourteen organisations which received funding. Each report set out the service provided, the agreed outcomes/objectives and performance information.

The committee heard from officers in relation to the individual reports.

(a) Aberlour Childcare Trust – Early Years Outreach

Elaine Costello provided an overview of the report, advising that the organisation received £315, 162 of Council funding. The service worked with children 0 – 4 years.

The committee expressed concern that the report did not contain enough detail for the level of funding. Members stated that more information was needed in order to ensure that the level of funding was justified. Elaine Costello advised that more information could be provided.

Members asked about the secondment of the manager of the service. Elaine Costello stated that the manager had been in post until March 2014 and that the post had been backfilled internally.

The committee stated that figures needed to be reported transparently and that it would be beneficial to receive fuller reports at a future meeting of the committee.

Decision

The committee continued consideration of Aberlour Childcare Trust - Early Years Outreach to a future meeting to be provided with a more detailed report.

(b) Aberlour Childcare Trust – Family Support Centre – Langlees

The committee expressed concern that the report did not contain enough detail and information for the amount of funding provided.

Decision

The committee continued consideration of Aberlour Childcare Trust – Family Support Centre - Langlees to a future meeting to be provided with a more detailed report.

(c) Barnado's – AXIS Service

Matthew Davies provided an overview of the report, advising that the organisation received £110,952 of Council funding. The service provided support to young people experiencing difficulties related to alcohol or substance misuse. The service aimed to provide support to 15 to 18 young people at any one time through Early Doors and 10 to 12 young people at any one time through the Core Service.

The committee asked for information in regard to the challenge of legal highs. Matthew Davies stated that this issue was part of a national focus and that while substances are legal they are not all safe. The service had carried out awareness raising with parents and would monitor the situation as it was a new and increasing area.

Members asked if stores selling legal highs were part of national chains. Matthew Davies stated that locally stores were not part of a larger network and operate separately. Fiona Campbell advised that trading standards and environmental health work closely with Police Scotland in this regard.

The committee sought further information on early intervention. Matthew Davies highlighted the work of the Early Doors programme. He stated that there was no set formula and that the programme was effective in engaging with groups of young people. Paid counsellors currently undertake the work, although the use of volunteers was being looked at in providing aftercare to avoid slippage by clients after leaving the programme.

The committee asked what the average age of a service user was. Matthew Davies stated that the Early Doors programme had a younger client base than the Core Service and that the peak age was around 14/15 years.

Members commented that employability outcomes were not relevant to all service users. Matthew Davies stated that outcomes were targeted to each clients needs as appropriate.

The committee asked about the number of young people who refused contact with the Early Doors programme. Matthew Davies stated that it is a challenge to engage young people and there were high levels of drop off. The service was looking at utilising referrals from police custody and accident and emergency.

Members expressed concern that two thirds of service users disengage with the service. Matthew Davies stated that the service shared members concerns and that improving engagement was an ongoing issue.

Decision

The committee approved the report and acknowledged the progress made by Barnado's – AXIS Service in meeting Council priorities.

(d) Home Start

Elaine Costello provided an overview of the report, advising that the organisation received £29,488 of Council funding. This was used to fund core staff and office facilities. 35 families had been provided with support and practical assistance. Eileen Hutton stated that the support and practical assistance provided included helping people look after their home well, cooking nutritious meals and keeping appointments.

Members asked how people come to the attention of the project. Eileen Hutton stated that referrals come from health visitors, doctors and social workers. There had been an increase in referrals of ethnic minority families and the project was working to combat the isolation some families faced.

Decision

The committee approved the report and acknowledged the progress made by Home Start in meeting Council priorities.

(e) One Parent Families Scotland – Braes Children and Family Centre

Decision

The committee continued consideration of One Parent Families Scotland – Braes Children and Family Centre to a future meeting to be provided with a more detailed report.

(f) Barnado's – Cluaran Service

Elaine Costello provided and overview of the report, advising that the organisation received £628,819 of Council funding.

The committee asked for information on how many young people remained in the community. Matthew Davies stated that of those who completed the programme 88% remained in the community, with the majority staying with their families. In some cases it was not in the best interest of the individual to remain in the community.

The committee discussed that having young people remain in the community is cost effective and that this area may be suitable for a Spend to Save project.

Members asked for information about the wider situation in Falkirk in regard to vulnerable children. Margaret Anderson stated that there was sufficient demand in the area to justify another unit and that a business case was being looked at. The committee further discussed the possibility of a Spend to Save project.

Decision

The committee approved the report and acknowledged the progress made by Barnado's – Cluaran Service in meeting Council priorities.

(g) CAMHS, NHS Forth Valley – Clinical Psychologist, Looked After Children

Elaine Costello provided an overview of the report, advising that the organisation received £73,264 of Council funding. Margaret Anderson stated that the funding ensured that looked after children were getting the right care. The service was seen to pay for itself as it reduced the potential of children and young people entering residential care.

Members stated that the service was essential but that the NHS had a role in providing mental health care to children and adults and that the work of the service fit better with the remit of the NHS which the funding should reflect. Margaret Anderson stated that she would request a 50 – 50 share with the NHS for funding liability.

Decision

The committee approved the report and acknowledged the progress made by CAMHS, NHS Forth Valley – Clinical Psychologist, Look After Children in meeting Council priorities.

(h) Barnado's – New Beginnings

Decision

The committee continued consideration of Barnado's – New Beginnings to a future meeting to be provided with a more detailed report.

The Committee agreed to conjoin the following two items of business.

(i) Quarriers Scotland – Quarriers Falkirk Children's Rights

Elaine Costello provided an overview of the report, advising that the organisation received £86,200 of Council funding. The service had assisted the Council in developing its response to the Children and Young People (Scotland) Act 2014.

The committee asked why services were provided by both Quarriers and Who Cares? Scotland. Margaret Anderson stated that Who Cares? Scotland is the main national organisation in supporting looked after children and care leavers, bringing access to specialist knowledge. However, Quarriers provide for wider children's rights work.

Decision

The committee approved the report and acknowledged the progress made by Quarriers Scotland – Quarriers Falkirk Children's Rights in meeting Council priorities.

(j) Who Cares? Scotland – Children's Rights Service

Elaine Costello provided an overview of the report, advising that the organisation received £27,970 of Council funding.

Decision

The committee approved the report and acknowledged the progress made by Who Cares? Scotland – Children's Rights Service in meeting Council priorities.

(k) SACRO – SACRO Restorative Justice Service

Decision

The committee continued consideration of SACRO – SACRO Restorative Justice Service to a future meeting to be provided with a more detailed report.

(l) Signpost Recovery – Time 4 Us

Fiona Campbell provided an overview of the report, advising that more information had been provided as previously requested. Matthew Davies stated that the project received £30,000 of Council funding and had secured five year funding worth almost £230,000 from the Big Lottery Fund.

The committee asked about demonstration of the agreed outcomes. Matthew Davies stated that demonstration of outcomes would be improved and that it was a challenge as the work linked in with other services. The annual audited accounts had been received. The committee requested that the accounts were submitted to a future meeting.

Decision

The committee requested that further information on the annual audited accounts of Signpost Recovery – Time 4 Us be provided to a future meeting.

(m) NHS Forth Valley – Speech and Language Therapy

Andrew Facherty provided an overview of the report, advising that the project received £515,040 of Council funding.

Members asked what funding contribution the NHS made. Andrew Facherty stated that seven Speech and Language Therapists were funded by the NHS and that they were supplemented by Council funding.

Members asked for further information on NHS funding and work allocation. Andrew Facherty stated that there were twelve Speech and Language Therapists in the area and that two solely focused on the NHS. Benefits of the existing arrangements were that the Council utilised specialist knowledge in clinical supervision, continuing professional development and team management.

Members asked what the service provided. Andrew Facherty advised that some benefits are difficult to measure. Therapists meet with children, provide guidance and advice and follow up with children.

Decision

The committee approved the report and acknowledged the progress made by NHS Forth Valley – Speech and Language Therapy in meeting Council priorities.

The committee agreed to a short adjournment. The committee adjourned at 3.05 p.m. and reconvened at 3.15 p.m. with all members present as per the sederunt with the exception of Baillie Buchanan.

Councillor McLuckie left the meeting during consideration of the following item of business.

S40. FOLLOWING THE PUBLIC POUND (FPP): MARGINALISED GROUPS

The committee considered a report by the Director of Corporate and Neighbourhood Services which provided an update on the work of external organisations in receipt of funding which provided services with a focus on marginalised groups, and which fall within the FPP reporting and monitoring arrangements.

The report provided information on the funding agreements Corporate and Neighbourhood Services had with external organisations during the period 1 April 2013 – 31 March 2014. An individual report was appended for each of the 5 organisations which received funding. Each report set out the service provided, the agreed outcomes/objectives and performance information.

The committee heard from officers in relation to the individual reports.

(a) <u>The Action Group – Real Jobs Falkirk</u>

Linda Scott provided an overview of the report, advising that the organisation received £90,000 of Council funding. 60 young people were engaged with the organisation. The organisation faced challenges in securing sustainable employment for service users.

The committee asked how the work of the project aligned with that of the employment training unit (ETU). Linda Scott stated that the ETU did not currently target disability. The ETU did not have as much capacity to deliver support to young people with a range of disabilities in the way that the project did. The Action Group works alongside school support workers to assist the transition for young people leaving Carrongrange school.

The committee asked how funding provided by the Council was spent. Linda Scott stated that the funding was used to secure employment support workers who were dedicated to the project.

Members asked if upon completion of placements service users were being retained in employment. Linda Scott stated that the project had secured successful outcomes for young people in smaller organisations, where relationships and trust were built up. She stated that the ETU was better placed to work with larger organisations and national chains.

The committee discussed the future challenges and risks facing the organisation and highlighted that Big Lottery Funding had expired in August 2014.

Decision

The committee requested that a further report on The Action Group - Real Jobs Falkirk is submitted to a future meeting of the Committee.

(b) LinkLiving – Smartliving

Elizabeth Hood provided an overview of the report, advising that the organisation received £14,114 of Council funding. The project utilised peer education to engage high school pupils to prevent homelessness. Scottish Government 'People and Communities' funding was due to expire in March 2015.

The committee asked if the project represented best value or if alternative methods of service delivery were available. Elizabeth Hood stated that peer educators provided a powerful message to young people in raising awareness of homelessness and the support services available. The project had also developed online information resources.

Members acknowledged the work done by the project and requested that officers arrange for the committee to visit the project.

The committee asked how the project used its funding. The project used funding for a variety of purposes including purchase of materials, booklets and publicity.

Members discussed the Council's statutory requirement to provide accommodation to people in crisis. Elizabeth Hood stated that whilst there is a statutory requirement to provide accommodation the project ensured that young people had the skill set to support themselves and avoid becoming homeless at all.

The committee asked about future funding of the project. Elizabeth Hood advised that the project had applied widely for funding achieving some success.

Decision

The committee approved the report and acknowledged the progress made by LinkLiving - Smartliving in meeting Council priorities.

(c) Salvation Army – Drop in Service (Soup Kitchen)

Elizabeth Hood provided an overview of the report, stating that the project had experienced increased usage over the previous three years. The project relied on volunteers and was jointly funded by the Council and NHS Forth Valley, with additional funding from donations. The project received £10,475 of Council funding.

Members asked if, as the service accessed multiple funding streams, Council funding was essential to service provision. Elizabeth Hood stated that the level of service would be dependent on gaining additional funding from other sources and continued funding from NHS Forth Valley. The project faced increased overheads and in the reporting period had used the entirety of its funding. Elizabeth Hood stated that the project signposted other services and this can lead to reengaging people who were not engaged with other support services.

Decision

The committee approved the report and acknowledged the progress made by Salvation Army – Drop in Service (Soup Kitchen) in meeting Council priorities.

(d) Central Scotland Regional Equality Council (CSREC)

Celia Sweeney provided an overview of the report, advising that the organisation received £15,200 of Council funding. She stated that the organisation works well with Police Scotland and had success in anti-sectarian community work. However, as the focus of the organisation shifted to incorporate a wider equality agenda the board needed to address its skills and knowledge gap in some areas to provide effective leadership and governance. Further, external funding would expire in March 2015. Clackmannanshire Council had withdrawn its funding and Stirling Council was reviewing its position.

Members discussed the return on funding provided by CSREC projects. Members expressed concern in regard to the use of the £159,000 of public money the organisation had secured as external funding and stated that other organisations operate on significantly less resources. The committee questioned if CSREC tackled a sufficiently broad range of equality issues. Members felt that more information was required to determine if outcomes were being delivered and if the Council's funding of CSREC represented best value.

Decision

The committee requested that a report providing information on outcomes achieved by Central Scotland Regional Equality Council and how the organisation would reprofile if other funding streams were withdrawn is submitted to a future meeting of the Committee.

(e) Falkirk Community Trust – Sport 4 Youth

Linda Scott provided an overview of the report, advising that the organisation received £38,637 of Council funding. The project encouraged young people to regularly participate in sport. Linda Scott stated that the project faced challenges in regard to staffing and a lack of attendance at some sessions. The project had reviewed its provision and only continued sessions with sufficient demand.

The committee asked how the Council funding was used. Linda Scott stated that two Sports Development Officers were funded through the project and delivered the service.

Decision

The committee approved the report on Falkirk Community Trust - Sport 4 Youth and acknowledged the progress made in meeting Council priorities.

In accordance with her declaration of interest, Councillor Black left the meeting at this point.

S41. FOLLOWING THE PUBLIC POUND (FPP): COMMUNITY SAFETY

In accordance with Standing Order 13, should at any time after a meeting has commenced, the number of members present fall below the quorum, the proceedings will be suspended. The meeting was declared to be inquorate and this item of business was accordingly continued to the next meeting of the Committee.

Councillor Black re-entered the meeting at conclusion of the previous item of business.

S42. SCRUTINY PANEL – APPOINTMENT OF MEMBERS TO OUTSIDE ORGANISATIONS

The committee had, on 25 September 2014 (ref S29), continued consideration of a report by the Chief Governance Officer which presented the scrutiny panel's recommendations in regard to elected member participation on outside organisations.

Brian Pirie provided the Committee with an overview of the report.

Members stated that some organisations contact members directly and that it is difficult to know the required commitment, benefits and pitfalls. Members stated that a checklist would be useful and protective. Brian Pirie stated that the Panel's scope was focussed on Council appointments but that support for members would be considered.

The committee discussed the process for reporting back members' participation on outside organisations, stating that reporting back was important. The committee felt reporting back should be through publication of the external organisations' minutes.

Decision

The committee agreed to recommend to the Executive that:

1) **the following principles be adopted in regard to the appointment of elected members to outside organisations:**

   i) **where there is strategic benefit to the Council in appointing to a national or regional body (such as COSLA), it would be appropriate to consider making such an appointment. However, each request should be considered on a case by case basis;**

   ii) **for those organisations which fall within the Following the Public Pound regime Council does not appoint an elected member to the organisation; and**

   iii) **where the organisation does not operate at a strategic level and is not funded by the Council, Council should consider each request on a case by case basis to ensure that an appointment would benefit the Council.**

2) **based on these principles, the Executive considers the recommendations in respect of current appointments, set out in appendix 5 of the report;**

3) **when appointments are made training should be available – by the organisation and/or Council to ensure that the elected members are fully able to undertake the role of Council representative; and**

4) **reporting back should take place and should be done through the inclusion of outside organisations' minutes in the minute volume.**

AGENDA ITEM 4

FALKIRK COUNCIL

Subject: **POLICE SCOTLAND – FALKIRK AREA COMMAND PERFORMANCE REPORT**
Meeting: **SCRUTINY COMMITTEE**
Date: **1 DECEMBER 2014**
Author: **DIRECTOR OF CORPORATE AND NEIGHBOURHOOD SERVICES**

1. INTRODUCTION AND BACKGROUND

1.1 Following the establishment of Police Scotland on 1 April 2013 under the provisions of the Police and Fire Reform (Scotland) Act 2012, local commanders are required to report on performance with regard to the local policing plan A new local Police Plan covering the period 2014 – 2017 was considered and approved by Falkirk Council on 25 June 2014. The Local Plan is noted as background to this report.

1.2 This report covers the period April 2014 to September 2014, and highlights the performance of local policing across the Falkirk Council area, in accordance with the local policing plan. The reports will be presented by David Flynn, Chief Superintendent, Forth Valley Area Division who will also answer any questions Members may have on the attached reports.

1.3 A summary report is provided by Police Scotland at Appendix 1. The detailed performance report is attached at appendix 2. This provides performance on a number of different indicators as well as trend analysis. In addition to this the report also covers current risks and threats associated with the Local Policing Plan. The implementation of the new local Police Plan has resulted in a change in the indicators the police will report performance on. The report style is consistent with that provided for Clackmannanshire and Stirling Councils.

1.4 Additional information on:

- Road traffic collisions has been provided at appendices 3 and 4;

2. CONCLUSION

2.1 This report provides an opportunity for Members to fulfil their scrutiny role on local policing as set out in the Police and Fire Reform (Scotland) Act 2012.

3. RECOMMENDATIONS

It is recommended that the Scrutiny Committee note

3.1 **Performance on the local policing plan and supporting appendix; and**

3.2 **The additional information provided on road traffic collisions.**

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DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

Date: 7 November 2014
Ref: ABC1114AW – Police Scotland – Falkirk Area Command Performance Report
Contact Name: Andrew Wilson

LIST OF BACKGROUND PAPERS

1. Police Scotland Local Plan 2014 - 2017

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506046 and ask for Andrew Wilson.

Appendix 1

Subject **PERFORMANCE FALKIRK COUNCIL AREA APRIL- SEPT 2014**
Date: **1 DECEMBER 2014**
Author: **LOCAL POLICE COMMANDER**

1. INTRODUCTION

1.1 The purpose of this report is to highlight matters in the Area Command such as emerging trends, threats and issues or particular successes and difficulties.

1.2 The Falkirk Policing Performance Scrutiny Report table contains the current information on performance against selected performance indicators. This covering report provides complementary information to that in the table to present a rounded picture of issues affecting policing in Falkirk Council area.

1.3 The data provided in the table and report is for information purposes to allow Board Members to conduct their scrutiny responsibilities. It should be noted that the timing of this meeting of the Committee allows the reporting of preliminary year to date 2014/15 statistics covering Quarters 1 & 2. There may be minor amendments between the information in this report and the final 2014/15 statistics – for example due to delayed reporting or recording of crimes, road crashes or incidents. **It would not therefore be accurate or appropriate to refer to, quote or use the data in this report as official statistics.** 5 year average figures are not available for all measures. For Road Traffic Collision measures, the 3 year average will be used as 5 year averages are not available.

1.4 The format of this report reflects the Falkirk Local Policing Plan priorities (i.e. **Protecting People and Places, Dealing with Antisocial Behaviour, Violent Crime, Disrupting Organised Crime, Crimes of Dishonesty and Making Roads Safer**). There is also a further category of Cross Cutting Themes which are relevant to all the foregoing priorities.

1.5 The format of this report is based on a Covalent report which it is hoped will be the reporting tool once training has been undertaken. A key to the icons precedes the table.

1.6 There will be contextual information provided on current performance. For a small number of indicators only the Forth Valley Division figure is available at this time, and this is identified in the contextual comments.

2. INFORMATION

2.1 The first two quarters of 2014/15 sees the long-term trend of reducing crime rates continuing in crime groups 1 to 4 with a drop of 13.9% (419 crimes less) from the figure at this time last year. Reductions in the number of crimes of dishonesty (337 crimes less, down by 17%) and of damage to property (116 fewer crimes, down 13.5%) have contributed to the overall fall in groups 1 – 4 Crime. However, these are offset by an increase in serious violence (21 more crimes, up by 29.2%) accompanied by an increase in crimes of indecency (13 more crimes, up by 13.1%).

2.2 The performance indicators currently used in the table reflect the aspirations of Forth Valley Division to achieve continuous improvement in service delivery to the communities in this area.

2.3 The table contains information produced by Police Scotland which is relevant to national priorities and also reflects the objectives in the Falkirk Local Policing Plan. The 39 new local plan indicators are shown as *italics* in the table. Where indicators link to more than one of the six policing priorities they have been collated under the heading of Cross Cutting Themes.

2.4 Together, they help to provide information on trends in performance which is expanded by the contextual information and actions shown in the final column. Thirty-five of the local plan indicators currently contain data which allow long term comparisons to be made. Of these, 15 show positive performance, 3 remain static whilst 17 show reduced levels. Forty-eight of the local plan indicators currently contain data which allow short term comparisons to be made. Of these, 27 show positive performance, 3 remain static whilst 18 show reduced levels. The scrutiny table provides detail of how significant the variations in performance were, and whether it varied in respect of the previous year or the 3/5 year average or both.

2.5 One of the objectives under the priority of **Protecting the Public** is to reduce the levels of **crimes of indecency.** The increase in the crime group over the first quarter continues to impact on the year to date figures which show a rise from 99 during the reporting period last year to 112 in this year. Last year's figure was particularly low compared with the preceding 4 years and this quarter's figures are now showing a level of consistency with long term average figures. Crimes are recorded according to the date they are **reported** regardless of when they occurred, and 28 (25%) of the crimes reported since 1 April 2014 occurred before that date. Levels of offending by individuals who are strangers to the victim remain very low.

2.6 Another objective under the preceding priority is to respond to **hate crimes and offences.** There has been a reduction in reported hate crimes down from 137 to 124 for the current reporting period. The largest single characteristic of victims continues to be based on race with over two thirds of all such crimes falling within this category. The rates for detecting offenders remains high at

over 80% and reflects the importance placed on addressing this issue. Effort in detecting offenders is complemented by the provision of assistance, advice and guidance to victims.

2.7 The number of **domestic abuse incidents** (938) shows an increase against the same period last year (885). This issue has been given particular emphasis within Forth Valley Division and measures including intervention, enforcement and target profiling have been applied successfully.

2.8 The long-term downward trend in crimes and offences involving **anti-social behaviour, disorder and vandalism** has continued over the reporting period. There was a significant decrease of just over 21.1% (-1288) in complaints of disorder from the previous year, and a similar picture with vandalism which showed reductions of about 15.4% (-121).

2.9 In respect of **violent crime**, there was a rise (+16) in the number of serious assaults which goes against the longer term trend seen to date of steady reductions in this type of crime. The number of attempted murders has fallen from 2 to 1 with a number of Qtr 1 crimes reclassified as serious assaults following a review. Minor assaults have reduced during April - September, down 2.9% (-28) from last year. Overall this category is following a downward trend as the current level is still 10.4% lower than the 5 year average. Detection rates in all of these categories remain at high levels. In the majority of assaults no weapon was used. The number of robberies from April to September 2014 (14) remained static on the previous year's figure and overall this crime type remains a rare incident. Most robberies involve the taking of items such as mobile phones and small sums of money and are carried out by way of threat of violence rather than acts of violence.

2.10 A focused effort against the **misuse of drugs** has seen a rise from last year in the number of persons charged with the supply, production or cultivation of illegal substances (86 to 95) which is in line with recent upward trends taking performance back towards the levels seen in previous years.

2.11 **Crimes of dishonesty (group 3)** shows an overall reduction of 17% against the same period last year and is at its lowest level seen in the preceding 5 years. One of the most significant increases has been in thefts by housebreaking (277 to 293), but this can be attributed to an increase in crimes involving thefts from sheds and garages rather than break-ins to houses. Reports of theft by shoplifting have reduced significantly by 25.7% (-98) against the previous year and is at its lowest level in the last 5 years. The detection rate for acquisitive crime stands at 41.1%.

2.12 **Road Policing and Road Crime** is being addressed within the new structure of a local Forth Valley Divisional Road Policing Unit supplemented by the national Trunks Road Policing Group which covers activity on key main routes. The number of injury road collisions has reduced (140 to 109) and people killed or seriously injured has increased slightly (20 to 21), both are below the three year averages. Focused efforts on addressing the potential causes of collision such as speeding continue and although there has been in increase in

detection in the number of speeders, despite proactivity, the number of drivers not wearing seat belts and using mobile phones while driving have reduced. More detail on collisions is shown in the attached table, and locations and severity of injuries are highlighted on the maps provided.

2.13 **Community Confidence and Engagement** remains at the heart of local policing, and the **number of complaints about the police** and the nature of such complaints can be a measure of how well this is being achieved. The number for this reporting period is 35. There were a total of 56 allegations contained within the 35 complaints, of which 52 were in relation to the actions of staff whilst on duty, 0 for off-duty incidents and 4 in respect of the quality of service delivered by the organisation. No significant trends in respect of individuals or particular locations are currently discernible. The results of the **service user survey** shown in sections 72 - 78 of the table relate to Forth Valley Division as a whole, although it is anticipated that future figures will be broken down to local authority areas. There is generally a high level of satisfaction with the various elements of service delivery.

3. RISKS AND THREATS

3.1 Some of the risks and threats which continue to present are:

- Metal theft – although this has seen a drop locally
- Skimming devices in Automated Teller Machines
- Bogus collection/theft of ”charity” clothing –although sporadic
- Child neglect (including the level of care and hygiene in the home)
- Local impact of serious organised crime groups viz Operation Flameberry
- Lack of awareness surrounding so called “legal highs”.

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

3.2 No significant new operational issues emerged during the last reporting period.

3.3 During the current reporting period, officers from a national unit worked with local officers on **Operation RAC** which targeted the crime of Theft by Housebreaking, but also extended into other crimes of dishonesty. These categories of dishonesties accounted for about half of all detections under the operation to date. There were also successes in charging individuals involved in violent or threatening behaviour, in misusing drugs and in the commission of other offences including vandalism. Officers also detected a significant number of road traffic offences including three disqualified drivers.

4. UPDATES

4.1 This section of the report provides brief details of any matters within Falkirk Area Command which present a challenge for Forth Valley Division or which are of particular interest. Information on recent issues which emerged since the production of this report will be provided by way of a verbal report at the meeting.

5. Appendices

5.1 Appendix 2 – Falkirk Policing Performance Scrutiny Board Report

5.2 Appendix 3 – Road Collisions Statistics – Falkirk Area Command

5.3 Appendix 4 – Road Collision Mapping – Falkirk Area Command

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LOCAL COMMANDER, FORTH VALLEY DIVISION

Date: 13 November 2014
Contact Name: PC Amy McGregor (01324 678855)

Falkirk Policing Performance Scrutiny Report
Performance Indicators – 1 April 2014 to 30 September 2014

Appendix 1

Appendix 2

Key		
PI Status	**Five Year trend**	**Comparison to previous period**
Alert		
Warning	Improving	Improving
OK	No change	No change
Unknown	Getting worse	Getting worse
Data only		

Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
1	Number of Group 2 Crimes – Crimes of Indecency	110.2	99	**Reduce**	112		**Context**: In the great majority of crimes of indecency, the perpetrator is known to the victim – the number carried out by strangers remains extremely low. All such crimes are investigated with the same thoroughness regardless of when they were committed. The CID oversees every sexual offences case and these are scrutinised daily to ensure prompt progress of the investigation. In recent years there has been a growing confidence among victims to report these crimes. Third party reporting through other organisations is also being promoted through a portal on the Police Scotland website on which details of participating bodies are available. **Update:** The review period April to September 2014 shows an increase of 13 additional crimes recorded under Group 2 Crimes of Indecency. Previously there has- been

NDA = no data available

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Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							a trend of gradual reduction from a peak of offences in 2011 following the introduction of new legislation which increased the number of offences which could be reported under this category, however the number of crimes has increased against both those reported last year and the 5 year average. A rise in the number of historic offences explains the increase in the current reporting period. Of the 112 crimes reported since 1 April 2014, 28 (25%) were committed before that date with 15 of those having occurred before 1 April 2013. Excessive alcohol consumption increases victim vulnerability to this type of crime, and police and partners are developing ways to highlight this to potential victims and to others who would be able to intervene.
2	*Number of Rapes*	15.2	18	**Reduce**	**26**		**Context:** A dedicated Rape Investigation Unit has been established in Forth Valley Division. Their remit is to oversee the investigation into these crimes to ensure a common standard of investigation is followed in accordance with the force's Rape Investigation Protocol. **Update:** Although reported within the reporting period only 13 crimes were committed during that time and the other 13 were committed pre 1 April 2014, 7 of these occurred prior to 1 April 2013 and have been reported to police as historic crimes.
3	Group 2 Crimes - Detection Rate	72.1%	97%	**Increase**	92%		**Context:** There are Standard Operating Procedures (SOPs) to direct investigations into these crimes. Enquiries can be protracted and detection rates can fluctuate month

NDA = no data available

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Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							to month, but on average over the longer term are about 80%. **Update:** The current detection rate has dropped by 5 points compared to April 2013 to September 2013 but is up 19.8 points when compared to the 5 year average.
4	Rape Detection Rate	80%	111.1%	**Increase**	73.1%		**Context:** In common with other crimes of indecency, detection of rapes often happens months after they are reported. So crimes recorded in any month may not be the same as crimes detected. This makes detection rates fluctuate considerably between months and may sometimes result in rates of over 100%. Forensic investigation is important, but is obviously less applicable for "historic" crimes. **Update:** The current period shows the level of detected crimes has dropped when compared with the previous year to date and the 5 year average. Enquiries are ongoing in relation to the outstanding undetected crimes.
5	Sexual Offences Liaison Officer deployed within 24 hours for all rapes	NDA	NDA	**Maintain**	100%		**Context:** A Sexual Offences Liaison Officer (SOLO) is specially trained to provide support to victims of rape and early deployment has proven to be of great benefit to victims. The Target is a Forth Valley wide target to achieve 100% Sexual Offences Liaison Officer (SOLO) deployment within 24hrs of such a crime being reported. There is no previous comparative data available. **Update:** This target has been achieved for this reporting

NDA = no data available

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Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							period.
6	Level of repeat offending – Registered Sex Offender committing sexual offences / other offences (Forth Valley Div figures**)**	NDA	NDA	--	3 / 35		**Context:** Management of offenders under the Multi Agency Public Protection Arrangements (MAPPA) is intended to limit the risk posed to the community. The level of management applied is commensurate with the perceived risk. There are currently 203 registered offenders – of these there is one in the highest category (level 3) with 30(14.7%) at level 2 and 172 at the lowest level 1 (84.7%) **Update:** 35 of the 203 offenders registered in Forth Valley Division re-offended after inclusion on the sex offenders register, with a total of 3 of these persons having committed offences which involved a sexual element.
7	*Number of young people who offend*	NDA	844	--	418		**Context:** This figure is for the whole of Forth valley Division. The population of 8 to 17 year olds is estimated at 34,307 and the number of young people who offend per 10k population is calculated at 122. In context, the percentage of 8 to 17 year olds that offend is 1.2%. **Update:** This 50.5% reduction may be as a result of the whole systems approach being successful.
8	*Number of young people issued with Formal Warnings*	NDA	87	--	75		**Context:** These figures are for the whole of Forth Valley. **Update:** The number of 8-15 year olds is 52 and the number of 16&17 year olds is 23. This reduction of 13.8% is linked to the number of young people who commit crimes which as shown above has fallen significantly over the

NDA = no data available

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Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							reporting period.
9	*Number of young people who are referred to an Early & Effective Interventions co-ordinator.*	NDA	318	**Increase**	149		**Context:** These figures are for the whole of Forth Valley. 112 offenders were aged between 8 and 15 years, whilst 37 were aged 16 or 17 years. **Update:** This reduction is linked to the number of young people who commit crimes which as shown above has fallen significantly over the reporting period.
10	*Number of proactive internet based Child Protection investigations*	NDA	NDA	--	15		**Context:** This figure is for the whole of Forth Valley Division and is a new measure therefore no comparative data is available. Over time this will provide an indication of pro-active work in this area. **Update:**
11	*Number of children referred to partner agencies*	NDA	NDA	--	247		**Context:** This figure relates to the number of children 15 years and under (or 16-17 yrs if under a supervision order) reported to Scottish Children's Reporter Administration or to the Procurator Fiscal across the Forth Valley Division. **Update:** There is no baseline data with which to compare performance. The referrals can be broken down as follows: SCRA = 81 SCRA/PF = 34 PF only = 132
12	*% of police attendance at*	NDA	NDA	**--**	86.4%		**Context:** This figure relates to % of Police attendance as

NDA = no data available

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Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
	Child Protection case conferences						a result of invitations to partner agency child protection case conferences and is for the whole of the Forth Valley Division. These meetings include Pre-birth meetings, initial meetings and review meetings **Update:** There were 264 meetings held during the reporting period, 228 of which were attended by Police. Of those attended 18 were pre-birth, 53 initial and 159 were review meetings. Police reports are provided to all meetings not personally attended by officers.
13	*E-Safety Partnership - No of persons engaged with at talks/events*	NDA	NDA	--	102		**Context:** The partnership comprises Police, Education, Child Protection, Social Work, 3rd Sector Agencies and private technology industries and works with the Scottish Govt Child Internet Safety Stake Holders Group. This measure indicates the total number of persons engaged with at E-Safety Partnership events and presentations in the Falkirk area. Children are placed into 3 age groups – 5-7yrs, 8-10yrs & 11-16yrs with a separate category for parents. **Update:** Between April & June 2014 events were delivered in the Falkirk area to 0 x 5-7 year olds, 0 x 8-10 year olds, 49 x 11-16 year olds and 30 parents. In addition to the above figures basic Child Online Protection Centre (CEOP) training for professionals was delivered to 23 professionals from across Forth Valley from Education, Social work and Health services with a view to enabling them to cascade this to piers and service users. No further training has been delivered in the Falkirk area in

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Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							the 2nd Quarter however there are events for young people planned to be delivered over the 3rd Quarter.
14	*Number of adult at risk referrals made to partner agencies*	NDA	NDA	--	963		**Context:** This figure relates to the Forth Valley Division and captures the number of adults identified by police to meet the Three point test under the Adult Support and protection (Scotland) Act 2007. Adults at Risk are defined as those over 16 yrs who are unable to safeguard their own well being, property, rights or other interest and are at risk and because they are affected by disability, mental disorder, illness or mental infirmity, are more vulnerable to being harmed than adults not so affected. **Update:** There is no baseline data with which to compare performance.
15	*Number of hate crimes*	NDA	137	**Reduce**	124		**Context:** Police now specifically identify all categories of hate crime committed in respect of personal characteristics such as disability and sexual orientation as well as race. However, race remains the single largest category. Additional support to victims of such crime is often an important element of the response. **Update:** There has been a 9.5% reduction in reported Hate crimes, from 137 reported in the first two Qtrs last year to 124 for the same period this year. Of these incidents 67% (85 charges) had a racial element. 29 incidents had a Police Officer as the victim with 13 of these being race related. No specific minority ethnic group is being targeted re Race

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Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							crimes as victims are from countries including Spain, Poland, Pakistan, India and South Africa.
16	Hate crimes and offences – detection rate	NDA	89.9%	**Increase**	80%		**Context:** Police now specify all categories of hate crime committed in respect of personal characteristics such as disability and sexual orientation as well as race. Victims of hate crime can be amongst the most vulnerable persons in the community, and investigation of such crime receives particular focus **Update:** As a result of the priority these crimes are given 80% of crimes this year have been detected so far. This is 9.9 points lower than the same period last year. Race hate crimes are still the highest proportion of hate motivated crimes
17	Total domestic abuse incidents	NDA	885	--	938		**Context:** The targeting of repeat offenders and strong levels of support for victims are both key to addressing the issue of domestic abuse. **Update:** This has increased by 6% compared with last year. Over three quarters of incidents reported resulted in a crime being recorded, with assault/threatening behaviour the most common. The peak days for offending were Sunday, Saturday and Friday which together accounted for over 50% of incidents. This might suggest a link to the increased consumption of alcohol normally associated with weekends.

NDA = no data available

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Falkirk Policing Performance Scrutiny Report Appendix 1
Performance Indicators – 1 April 2014 to 30 September 2014

Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
18	Total crimes and offences in domestic abuse incidents	NDA	788	--	794		**Context:** This figure relates to the total number of crimes recorded that are attributed to domestic abuse. **Update:** The current figures show a marginal increase of 0.8% compared with the same period last year.
19	% of Domestic abuse incidents that result in a crime being recorded	NDA	48.5%	--	62.8%		**Context:** This figure relates to the number of Domestic Abuse incidents reported that are subsequently investigated as crimes. All domestic abuse incidents are subjected to a high level of scrutiny to ensure a victim oriented approach. NB this figures relates to number of incidents not number of crimes. **Update:** There has been an increase of 14.3 points when compared with the same period last year.
20	*Total crimes and offences in domestic abuse incidents detection rate*	NDA	80.8%	**Increase**	79%		**Context:** High detection rates arising from thorough investigation may contribute to reductions in the incidence of domestic abuse by highlighting to the perpetrator the likelihood of arrest and subsequent criminal proceedings as a consequence of their action. **Update:** There is no significant change in this figure with a drop of 1.8%.
21	*Number of detections for domestic abuse bail offences.*	NDA	45	--	52		**Context:** This figure provides an indication of how many offenders have breached bail conditions imposed at court following incidents of a domestic nature.

NDA = no data available

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Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							Update: The figures show an increase of 15.6% compared with last year.
22	*Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs)*	NDA	NDA	**Increase**	94.9%		**Context:** This KPI relates to when a perpetrator of domestic abuse has been held in custody and released on bail from court. Once Police are notified they thereafter have 24hrs to trace the victim and notify them of the release to prevent further crime and reduce risk and harm to the victim and wider society. **Update:** This area is given a high degree of priority with all possible effort made to deliver these messages within the target time.
23	*No of individuals subject of Multi Agency Tasking and Coordinating - MATAC referrals (High risk perpetrators of domestic abuse)*	NDA	NDA	--	13		**Context:** This process started in June 2013 and therefore no previous comparative data is available.
24	*No of individuals subject of Multi Agency Risk Assessment Conferences - MARAC referrals (High risk victims of domestic abuse)*	NDA	NDA	--	38		**Context:** This process started in August 2013 and therefore no previous comparative data is available.
25	*CONTEST – measures to*	This	measure	is being	developed.		**Context:** CONTEST is the UK Government's Counter Terrorism Strategy which is organised around 4 work

NDA = no data available

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Falkirk Police Plan 2014-17 : Performance Reporting

Protecting People

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
	be developed locally						streams, each comprising a number of key objectives: Pursue: to stop terrorist attacks Prevent: to stop people becoming terrorists or supporting terrorism Protect: to strengthen our protection against a terrorist attack Prepare: to mitigate the impact of a terrorist attack **Update:**

Falkirk Police Plan 2014-17 : Performance Reporting

Protecting Places

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
26	*Total number of Group 4 crimes*	↑ 1062.4	858	**Reduce**	742	↑	**Context:** Group 4 Crimes include Fireraising, Vandalism, Reckless Conduct (with a Firearm) and Culpable and Reckless Conduct (not firearms). Vandalism typically makes up 91% of this crime type. **Update:** There has been a 13.5% reduction in the total number of reported Group 4 crimes year to date and a further reduction of 30.2% crimes compared with the 5 year average.

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Falkirk Policing Performance Scrutiny Report Appendix 1
Performance Indicators – 1 April 2014 to 30 September 2014

Falkirk Police Plan 2014-17 : Performance Reporting

Protecting Places

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
27	*Group 4 crimes detection rate*	36.6%	35.4%	**Increase**	33.2%	↓	**Context:** Perpetrators are normally local to the community in which crimes are committed, and community officers focus on identifying them. **Update:** The detection rate for Group 4 Crimes has fallen by 2.3 points compared with last year and is down 3.4 points compared with the 5 year average.
28	Number of vandalisms	962	785	**Reduce**	664	↓	**Context:** Most common types of damage are to house windows and to vehicles. **Update:** There has been a 15.4% reduction in the number of reported vandalisms and a fall of 31% when compared with the 5 year average.
29	Vandalism detection rate	35.1%	33%	**Increase**	30%	↓	**Update:** The detection rate for vandalism has fallen by 3 points compared with last year's figures and is 5.1 points lower than the 5 year average.
30	*Number of Fireraisings*	61.2	35	**Reduce**	35	–	**Update:** Reported crimes of Fireraising are down 42.8% on the 5 year average whilst there is no change when compared with the same period last year.
31	*Fireraising detection rate*	32%	34.3%	**Increase**	28.6%	↓	**Update:** The detection rate for crimes of Fireraising is down 5.7 points compared with the same period last year and down 3.4 points on the 5 year average.

NDA = no data available

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Falkirk Policing Performance Scrutiny Report Appendix 1
Performance Indicators – 1 April 2014 to 30 September 2014

Falkirk Police Plan 2014-17 : Performance Reporting

Dealing with Antisocial Behaviour

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
32	Number of complaints regarding disorder	NDA	6109	**Reduce**	4821	⇧	**Context:** As incidents of disorder often feature noise/neighbour disputes, work is being undertaken to identify locations where there are repeat occurrences to allow preventive /intervention strategies to be developed by partner agencies. High visibility patrols are directed in accordance with intelligence and information about incidents of recurring disorder involving particular locations or individuals. This includes local community information which identifies any recurring disorder **Update:** There has been a continued reduction in incidents of disorder against last year which follows the long term trend over the past few years. The number of incidents of disorder reported for the first two quarters of 2014 have fallen by 1288 (21.1%) when compared with the same period last year. Joint TT&CG with Falkirk Council is continuing involving regular partnership liaison and circulation of daily tactical reports.

Falkirk Police Plan 2014-17 : Performance Reporting

Violent Crime

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
33	Total number of Group 1: Crimes of Violence	⇩ 87.8	72	**Reduce**	93	⇩	**Context:** There has been a rise over the first two quarters of 2014 in the overall level of violent crime which is up 29.2% compared with the same period last

NDA = no data available

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Falkirk Police Plan 2014-17 : Performance Reporting

Violent Crime

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							year, and levels are also 5.9% higher than the 5 year average. There are no notable patterns in respect of location or perpetrator, although consumption of alcohol is a common feature in the majority of incidents. The Criminal Investigation Department has primary responsibility for the investigation of such incidents. **Update:** Group1 crimes of violence are scrutinised on a daily basis and at present there are no clear trends of concern. Serious Assaults account for 41.9% of Group 1 crime. A rise in the numbers reported during the current period has contributed to the overall rise in this group.
34	Number of reported Attempted Murder	0.4	2	**Reduce**	1		**Context:** The overall trend for this crime type is downward compared with the 5 year average however generally numbers are low therefore there may be fluctuations. **Update:** There has been one instance of this type of crime year to date which is one less victim than for the same period last year.
35	*Attempted Murder detection rate*	100%	100%	**Maintain**	100%		**Context:** Due to low numbers of these crimes detection rates appear as a high percentage. **Update:** All instances of this crime type reported within this period were detected.

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Falkirk Police Plan 2014-17 : Performance Reporting

Violent Crime

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
36	Number of reported Serious Assault	34.8	23	**Reduce**	39		**Context:** The weekend period is the peak period for serious assaults, often linked to the consumption of alcohol. Most offenders are male. Most assaults are carried out by kicks and punches rather than by use of a weapon. **Update:** During the first two quarters of 2014 there has been an increase of 16 crimes (69.9%) compared with the same period last year, up 12.1% on the 5 year average. This rise is attributed to a spike in June, as previously reported, which may contribute to negatively impact on the year to date performance figures for this crime type.
37	Serious Assault detection rate	98%	87%	**Increase**	94.9%		**Context:** Crimes are recorded on the date they are reported regardless of when they occurred. Detections are recorded on the date a perpetrator is charged, regardless of when the crime was committed. This can mean that in any given month more detections are recorded than the number of crimes that are reported in a particular category. As detection rate is calculated as the proportion of crimes detected against those recorded over a specific period, this can result in detection rates of more than 100% as in this report. **Update:** Group1 crimes of violence are scrutinised on a daily basis and at present there are no trends in respect of perpetrators, victims or locations. The current detection rate remains high and is up 7.9 points

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Falkirk Police Plan 2014-17 : Performance Reporting

Violent Crime

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							compared to the same period last year but down 3.1 points on the 5 year average. Operation Tetra ran between the 1st July & 8th Sept 2014 and was aimed at increasing detections relating to serious violent crime. CI Patterson will provide an update briefing to the meeting in relation to this work which has contributed to the rise in the detection rate for these crimes.
38	Number of reported Robbery	11.2	14	**Reduce**	14	–	**Context:** This category also includes assault with intent to rob. Most crimes involve theft of items from individuals such as mobile phones and small amounts of cash. All cases, regardless of the property taken, are given the priority afforded to crimes of violence and are overseen by the Criminal Investigation Department. Numbers are generally low in this category and fluctuations can be seen from month to month **Update:** There is no discernable pattern in terms of M/O, victim or offender. The number of robberies averages at just over two per month over the longer term however the 1st Qtr saw an increase in this number, the impact of which is reflected in this quarter's year to date figure. No patterns or trends have emerged which might inform proactive strategies. Most incidents involve the taking of items such as mobile phones and small sums of money, and are often committed by individuals living a chaotic lifestyle. The majority of incidents involve threats of violence rather than acts of violence.

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Falkirk Police Plan 2014-17 : Performance Reporting

Violent Crime

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
39	Robbery detection rate	70.4%	78.6%	**Increase**	85.7%		**Context:** The CID have primary responsibility for investigation of robberies which are closely scrutinized to discern any emerging trends in respect of location, victim or perpetrator. **Update:** The current detection rate is up 7.1 points compared with the same period last year and up 15.3 points compared with the 5 year average.
40	Number of reported Petty (common) Assault	1056.8	975	**Reduce**	947		**Context:** A large number of these assaults occur in residential property or in gardens or nearby streets and involve people known to each other. Alcohol is often a contributory factor. Incidents also occur regularly within the night-time economy of town centres. Patrol plans and staffing profiles are designed to have staff available at the times and locations where incidents in public are likely to occur. **Update:** Levels of assaults continue to reduce with a drop of 2.9% on last year and down 10.4% on the 5 year average.
41	Petty (Common) assault detection rate	81.3%	77.8%	**Increase**	81.6%		**Update:** The detection rate for petty assault has increased, up 3.8 points on last year and up 0.3 points on the 5 year average.
42	*Number of detections for Carrying Knives etc*	69.2	73	**Increase**	61		**Context:** This crime type is normally as a result of pro-active police work and is linked to stop and search

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Falkirk Police Plan 2014-17 : Performance Reporting

Violent Crime

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
	& Possession of Offensive Weapons						activity (See KPIs 82 & 83). **Update:** The general trend is that detections for this crime type have reduced in this area.

Falkirk Police Plan 2014-17 : Performance Reporting

Disrupting Organised Crime

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
43	*Number of indentified Serious and Organised Crime Groups (SOCGs)*	NDA		--	2		**Context**: This figure is for the number of Serious and Organised Crime Groups for the whole of the Forth Valley Division and cannot be broken down to Area Command Level.
44	*Number of arrests of Serious and Organised Crime Group members*	NDA	50	**Increase**	32		**Context:** This figure is for the whole of the Forth Valley Division and cannot be broken down to Area Command Level. Update: The number of arrests has dropped by 36% when compared with the same period last year. CI Patterson will provide an update briefing to the meeting in relation to the work under Operation Flameberry.
45	Number of detections for drugs supply, drugs productions, drugs	95.8	86	**Increase**	95		**Context:** Detections for this type of crime is usually as a result of community derived information. Community Teams have an important role in disrupting drug dealing at a local level.

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Falkirk Police Plan 2014-17 : Performance Reporting

Disrupting Organised Crime

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
	cultivation						**Update:** Performance is up compared with the same period last year and there is no significant change when compared with the long term 5 year average.. Work is ongoing to develop intelligence with the aim of continuing to identify and tackle drug dealers in our communities.
46	*Signpost Custody Referrals*	NDA	28	--	39		**Context:** Arrest Referral targets drug and alcohol related offenders at the point of arrest and links individuals with addiction needs into Addiction Services via the Single Point of Referral across Forth Valley. **Update:** Contextual data being developed for future reports.
47	Prevent Serious Organised Crime Groups from involvement in legitimate enterprise (Forth Valley Div figures)	NDA	£176,000	£623,150 (Y to D)	£1,500,000		**Context:** This measure is part of the Police Scotland "Letting our Communities Flourish" strategy. It is used as a disruption tactic to deter and prevent the operation of quasi-legitimate businesses associated with Serious and Organised Crime Groups. These figures relate to Forth Valley Division and are not broken down to Local Authority Level. **Update:** The annual target has already been exceeded by 120.4% however work will continue to identify and pursue other OCG's who seek to exploit business opportunities in this area.

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Falkirk Policing Performance Scrutiny Report Appendix 1
Performance Indicators – 1 April 2014 to 30 September 2014

Falkirk Police Plan 2014-17 : Performance Reporting

Disrupting Organised Crime

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
48	Applications for confiscation of assets under Proceeds of Crime legislation (Forth Valley Div figures)	NDA	£236,920	£1,530,000 (Y to D)	£591,983	⇧	**Context:** This measure quantifies the cash or value of assets or income seized by Police under the Proceeds of Crime Act legislation in order to disrupt the criminal activities of members of organised crime groups. These figures are calculated for the whole of Forth Valley Division and are not broken down to Local Authority Level. **Update:** So far 19.3% of the annual target has been reached. The breakdown of asset confiscation so far is, £585,110 = restraints and £6,873 cash.

Falkirk Police Plan 2014-17 : Performance Reporting

Crimes of Dishonesty

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
49	Total Number Group 3 Acquisitive Crime	⇧ 1891.2	1982	**Reduce**	1645	⇧	**Context:** Group 3 crime is known as acquisitive crime and includes Housebreaking, Opening Lockfast Places (OLP), Motor Vehicle crime, Common Theft, Shoplifting and Fraud. **Update:** The current period, in line with the recent trend, sees an overall reduction in the reported level of these crimes which has reduced by 17% compared with the previous year and is down 13% compared with the 5 year average.

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Falkirk Policing Performance Scrutiny Report Appendix 1
Performance Indicators – 1 April 2014 to 30 September 2014

Falkirk Police Plan 2014-17 : Performance Reporting

Crimes of Dishonesty

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
50	*Fraud*	122	155	**Reduce**	86		**Context:** Fraud covers a wide range of crime types including Taxi Hire Frauds, Bogus Callers committing doorstep crime on usually vulnerable people, online fraud schemes such as bogus lottery wins and inheritance scams to name but a few. **Update:** There was a welcome reduction, down by 44%, in the current reporting period compared with the previous year and down 29.4% compared to the 5 year average.
51	Theft by shoplifting	350.6	381	**Reduce**	283		**Context:** The most common type of retail premises for shoplifting has been supermarket type premises, with alcohol, foodstuffs and clothing being the most common type of goods taken. **Update:** Compared with the previous year there is a significant reduction of this crime type, down 25.7 % on the same time last year and down 19.3% on the 5 year average, taking it to the lowest level in the last 5 years.
52	*Total No. Group 3 : Acquisitive Crime - detection rate*	48.2%	44.9%	**Increase**	41.1%		**Context:** This measure relates to the overall detection rate for all acquisitive (Group 3) crime. The nature of investigations into this crime type often means that detections will occur over time as forensic and other enquires yield information which means this figure will be reasonable expected improve over time.

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Falkirk Police Plan 2014-17 : Performance Reporting

Crimes of Dishonesty

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							Update: The overall detection rate for acquisitive crimes has dropped by 3.8 percentage points compared with same period last year and is down 7.1 points compared with the 5 year average.
53	*Fraud - detection rate*	80.1%	63.9%	**Increase**	62.8%		**Context:** Due to the detailed investigation nature of fraud crimes, enquiries may be protracted and these figures may rise over time. **Update:** The overall detection rate for Fraud related crimes has fallen by 1.1 percentage points compared with same period last year and is down 17.3 points compared with the 5 year average.
54	Theft by shoplifting detection rate	86.3%	86.1%	**Increase**	77.4%		**Context:** Police work in partnership with retailers to combat shoplifting particularly organised crime groups. **Update:** The detection rate of this crime type is normally high however, is currently 8.7 percentage points lower than last year. There is potential for the current figure, to rise as lines of enquiry with named suspects are pursued.
55	Theft by housebreaking (All Types)	235.4	277	**Reduce**	293		**Context:** Housebreakings (HBs) or attempts are classified in three categories by police. These are Commercial Property, Residential Dwellings and Other Domestic Buildings such as garages and sheds. Many crimes are opportunistic, most occurring when
56	*Theft by housebreaking (residential)*	100.2	111	**Reduce**	106		

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Falkirk Police Plan 2014-17 : Performance Reporting

Crimes of Dishonesty

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							occupants are out. Police continue to provide security advice to communities to reduce such opportunities. **Update:** The number of residential housebreakings fell by 4.5% compared with the same period last year but is still 5.8% higher than the 5 year average.
57	Theft by housebreaking (All Types) detection rate	29.4%	29.6%	**Increase**	43.3%		**Context:** As part of the investigation process for HB's Scenes of Crime examinations are carried out whenever possible. The results of these examinations can take time to process however positive forensic leads can lead to crimes being detected some months after they have been committed and therefore this figure may further increase in time. **Update:** Whilst there has been a reported increase in these crimes, the current reporting period shows a welcome rise in the number of detections up 13.7 percentage points from the same period last year and by about 13.9 points to a 5 year high of 46.8%. The increase in housebreaking crime detections as a result of the focus provided under Operation RAC.
58	Theft by housebreaking residential detection rate	27.2%	29.7%	**Increase**	56.6%		**Update:** It is encouraging that despite the rise in the number of reported crimes in this group, as a result of the focus provided by Operation RAC, there has also been an increase in the number of detections for these crimes, up 26.9 percentage points on last year and 29.4 points on the 5 year average.

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Falkirk Police Plan 2014-17 : Performance Reporting

Crimes of Dishonesty

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response

Falkirk Police Plan 2014-17 : Performance Reporting

Making Roads Safer

No.	Performance Indicator	3/5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
59	Number of injury road collisions	135.3	140	**Reduce**	109		**Context:** The figures shown provide a comparison over the first two quarters with the same period the previous year. Although there may be increases and decreases at different times in the figures, the long-term trend over the past decade shows a significant reduction in the number of injury road collisions. The review period has followed this trend with a 22.1% reduction compared with the previous year and a 19.4% reduction compared with the 3 year average. There are a number of factors which have achieved that result including improvements to vehicle safety, better roads engineering and police enforcement of provisions known to impact on the likelihood of injury collisions. The latter includes speeding and wearing of seat belts Police use analysis of collision data to highlight roads which may present a particular risk and produce a plan to address the factors which can contribute to that risk. This may include the use of static or mobile speed cameras, high visibility patrol and enhanced publicity about driver behaviour. In some instances where data identifies a particular risk group, there will be special

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Falkirk Police Plan 2014-17 : Performance Reporting

Making Roads Safer

No.	Performance Indicator	3/5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							initiatives to counter this. **Update:** The majority of collisions resulting in serious injury occurred on rural roads with a speed limit of 60 mph. The attached table and maps provide greater detail in relation to collisions and casualties. Installation of traffic lights at the M9 slip road with A905 Glensburgh Road and at the Earlsgate roundabout began at the end of 2013 became operational in July 2014, which is hoped will improve the traffic flow on that area and reduce collisions.
60	Number of people killed or seriously injured	↑ 29.7	2 Killed 18 Ser Inj Total 20	**Reduce**	5 Killed 16 Ser Inj Total 21	↓	**Context:** The comments above in relation to injury collisions apply generally to casualties as well. The definition of serious injury is given in the information pack issued to members. **Update:** During the reporting period there were two separate collisions resulting in fatal injuries; a family of 2 adults and 2 children were sadly killed on the A801 in July and a fatal collision where one man died in Bo'ness in August; both of these tragic incidents involved cars colliding with Heavy Goods Vehicles.
61	Number of children killed or seriously injured	↓ 1.6	1 Killed 1 Ser Inj Total 2	**Reduce**	2 Killed 3 Ser Inj Total 5	↓	**Update:** During the reporting period a family of 2 adults and 2 children were sadly killed on the A801 in July.
62	*Number of people*	↑	158	**Reduce**	127	↓	**Update:** This also follows the longer term downward

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Falkirk Police Plan 2014-17 : Performance Reporting

Making Roads Safer

No.	Performance Indicator	3/5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
	slightly injured	147.4					trend with a 19.6% reduction compared with last year.
63	*Number of Drivers under the influence of Drink or Drugs*	96.9	85	--	85		**Context:** This measure indicates pro-activity in combating the risks posed by persons driving under the influence of alcohol or drugs. **Update:** There has been no change in the number of drivers caught driving under the influence when compared with last year but the figure is inline with the 5 year average.
64	Number of dangerous driving offences	35	34	--	28		**Context:** Speeding and the use of mobile phones while driving are recognised as two potential contributory factors in road collisions. Regular speed checks and other initiatives provide the opportunity not only for enforcement of the legislation but also the education of drivers.
65	Number of speeding offences	749.6	806	--	990		**Context:** Speeding and the use of mobile phones while driving are recognised as two potential contributory factors in road collisions. Regular speed checks and other initiatives provide the opportunity not only for enforcement of the legislation but also the education of drivers. Operational campaigns against speeding, mobile phones etc are widely publicised and results reported on through various media. **Standard Actions:** Analysis of accident data and other roads information highlight locations where

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Falkirk Police Plan 2014-17 : Performance Reporting

Making Roads Safer

No.	Performance Indicator	3/5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							enforcement and prevention might be most effective, and resources are deployed accordingly. Operational campaigns against speeding, mobile phones etc. are widely publicised and results reported on through various media. At a local level, speeding is often identified as a local community priority through the process of Police and Communities Together (PACT) and often features in the Multi Member Ward Plans. The response will be tailored to local circumstances, and results reported through PACT.
66	Number of seat belts offences	687.2	619	--	284		**Context:** Not wearing a seat belt is recognised as a potential contributory factor in injury road collisions. Regular speed checks and other initiatives provide the opportunity not only for enforcement of the legislation but also the education of drivers. **Update:** Despite proactive activity, the compliance rate has resulted in this reduction. Most vehicles are now fitted with audible alarms which activate when seat belts are not worn which assists in reducing instances of people forgetting to fasten them.
67	Number of mobile phone offences	379.6	355	--	267		**Context:** Speeding and the use of mobile phones while driving are recognised as two potential contributory factors in road collisions. Regular speed checks and other initiatives provide the opportunity not only for enforcement of the legislation but also the education of drivers. Operational campaigns against

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Making Roads Safer

No.	Performance Indicator	3/5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							speeding, mobile phones etc are widely publicised and results reported on through various media. **Update:** The level of driver engagement in Falkirk has been reviewed and is consistent this year with more warnings being given by way of education rather than immediate enforcement.

Falkirk Police Plan 2014-17 : Performance Reporting

Cross Cutting Themes

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
Alcohol							
68	*Number of problematic licensed premises inspections carried out (On/Off Sales Premises)*	NDA	NDA	--	1		**Context:** This area of work and the following two indicators form part of the multi agency partnership drawn together in the action plan for the Single Outcome Agreement Prevention and Intervention area around Alcohol and Antisocial Behaviour offending. **Update :** Through daily management and oversight of licensed premises where crimes and intelligence exist indicating that they should be classed as a 'problematic premises', there have been no licensed premises classed as such. The definition of 'problematic premises' is:- 'Evidence exists of a licensed premises operating in

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Cross Cutting Themes

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							a manner inconsistent with the licensing objectives or out with the conditions of a Premises Licence and where local police intervention or support has failed or is unlikely to succeed in resolving the issues'.
69	*Number of Monitored Premises subject to interventions*	NDA	NDA	--	1		**Context:** As indicator 68, however the definition of a 'monitored premises' is any licensed premises which requires additional supervision or support. **Update:** There has been one premises falling into this category in the Falkirk area. Close monitoring and management of licensed premises to ensure compliance with licensing regulations / policy is in place to address issues and prevent escalation.
70	*Number of Test Purchase Operations*	NDA	25	--	0		**Context:** As indicator 68 **Update:** An increase in compliance has led to this reduction as well as very few premises being highlighted to police as non-complying.
71	Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	NDA	78	--	65		**Context:** This small reduction might also indicate a general reduction in such behaviour. **Update:** Despite proactivity, there has been a reduction of 16.7% in the number of persons caught breaching these byelaws. This reduction can be logically linked with reductions also seen in KPI's 7, 8 (Children offending or warned) and 32 (Incidents of Anti-

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Falkirk Police Plan 2014-17 : Performance Reporting

Cross Cutting Themes

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							social Behaviour).
Community Confidence and Satisfaction							
72	Public confidence in the police (% satisfied) (Divisional Level)	NDA		--	76.5%		**Context:** The method previously used by Central Scotland Police to gather information on public satisfaction has recently been replaced by a national process. CSP data is no longer comparable with the national figures, hence there are no data for previous years. Community confidence and satisfaction remains at the core of the approach in Forth Valley Division. Staff are encouraged to focus on the needs of the individual at all stages of contact across all types of situation. **Update:** Data is currently only available for Forth Valley Division as a whole. All indicators are positive at this time.
73	Treatment by staff on first contact (Divisional Level)	NDA		--	92.7%		
74	Service received at first contact (Divisional Level)	NDA		--	90.1%		
75	Treatment by officers attending incident (Divisional Level)	NDA		--	85.9%		
76	Fair treatment by police in dealing with incident (Divisional Level)	NDA		--	90.2%		
77	Treated with respect by police in dealing with incident (Divisional Level)	NDA		--	93.2%		
78	Adequately informed re progress of incident (Divisional Level)	NDA			64.6%		
79	Average length of time taken to attend at the scene of Emergency	NDA	NDA		8 mins 41 secs.	NDA	**Context:** The format previously used by Central Scotland Police to publish information on attendance at emergency calls has recently been replaced by a

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Cross Cutting Themes

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
	(Grade 1) classified incidents (Divisional Level)						national one. The data from the new format is currently being collated, and this will be reported in due course. **Update:** This figure is for the whole of Forth valley. Work is underway to try and obtain a breakdown at Area Command level.
80	Number of complaints about the police	NDA	NDA*		35		**Context:** In order to ensure consistency across all Divisions in the reporting of levels of complaints about the Police a common reporting format has been developed in relation to Police Complaints. The data contained in this section of the Performance Scrutiny Report now applies only to the Falkirk Area Command and reflects the categories which are currently provided from the national performance system. *Due to the change in the way data is now collated there are no comparative figures for the previous year. A single complaint may contain a number of allegations. These may relate to the behaviour of individual members of staff either "On Duty" or "Off Duty", or to an issue in respect of the "Quality of Service" delivered by the organisation. NB One complaint might contain a combination of the different types of Allegations. **Update:** To allow some measure of proportionality, this figure is also expressed per 10,000 police incidents. This gives a result of 14.2 complaints per 10,000 Police Incidents. For the period April - September there have been a total

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Cross Cutting Themes

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							of 56 allegations – these are classified as 52 On Duty, 0 Off duty and 4 Quality of Service. There have been no discernible patterns or trends from the complaints in respect of individuals, police business units or locations.
Engagement							
81	*Number and percentage of community council meetings personally attended by officer*	NDA	NDA	--	70 97.2%		**Context:** This indicator is new and continues to be developed. The aim is to have a Community Officer attend as many meetings as possible. **Update:** Out of a possible 72 meetings Apr - September 2014, police attended 70.
82	*Number and percentage of community council meetings receiving standard update report*	NDA	NDA		2 100%		**Context:** This indicator is new and continues to be developed. The aim is to achieve 100% report submission rates where an officer is unable to attend a community council meeting in person. **Update:** Out of the 2 meetings not attended, 2 received updates.
Stop and Search							
83	Stop and searches conducted	NDA	3082	--	1987		**Context:** There has been a particular focus on stop and search activities to help reduce the incidence and potential severity of the outcome off violence and address the misuse of drugs and alcohol. These activities are not random but are intelligence-led and targeted.

NDA = no data available

Author: PC Amy McGregor, Performance Support, Forth Valley Division
Contact: amy.mcgregor@scotland.pnn.police.uk or 01324 678855

Falkirk Police Plan 2014-17 : Performance Reporting

Cross Cutting Themes

No.	Performance Indicator	5 Year Average	Apr- Sep 2013	Target	Apr- Sep 2014	Short Trend	Context and Actions/Response
							Update: This reduction, down -35.5% coincides with reductions in levels of ASB and disorder, as per section 32.
84	Number and percentage of positive stop and searches conducted	NDA	577 18.7%	**Increase**	507 25.5%	⇧	**Context:** The main types of property uncovered during search are drugs, alcohol and weapons **Update:** Whilst the number of positive stop searches has reduced, a focus on intelligence led use of this as a pro-active tool has resulted in an increase in the proportion of searches yielding positive results, up from 18.7% last year to 25.5% for the same period this year. This result is evidence of using this as a tactic in the right place, at the right time, with the right people.
Service Improvement							
85	*Percentage of planned improvement activities in Divisional Improvement Plan (DIP) achieved: Within planned timescale*	NDA	NDA		NDA		A national model for Service Improvement Plans is being developed and it may be into 2015/16 before this can be reported here.
86	*Percentage of planned improvement activities in Divisional Improvement Plan (DIP) achieved: Within one month of end of*	NDA	NDA		NDA		

NDA = no data available

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Falkirk Policing Performance Scrutiny Report Appendix 1
Performance Indicators – 1 April 2014 to 30 September 2014

Falkirk Police Plan 2014-17 : Performance Reporting							
Cross Cutting Themes							
No.	**Performance Indicator**	**5 Year Average**	**Apr- Sep 2013**	**Target**	**Apr- Sep 2014**	**Short Trend**	**Context and Actions/Response**
	timescale						

NDA = no data available

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ROAD COLLISION STATS
Period Comparison Fiscal Years 13/14 and 14/15
1 April to 30 September
FALKIRK AREA COMMAND (All Casualties)

	Fatal Casualties			Serious Casualties			Slight Casualties			Collisions		
Station	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg
Boness	0	1	0.7	2	1	1.7	13	2	9	8	4	7.3
Camelon	0	0	0.3	1	0	5	12	11	10	9	7	10
Denny	1	0	1.3	4	6	5.3	25	21	27.7	24	21	25
Falkirk	0	0	0	3	3	4	40	28	43	37	22	36
Grangemouth	1	0	0.3	1	2	2.7	21	20	19.7	21	17	20
Maddiston	0	4	0	3	2	2.7	22	20	13.7	17	17	12.3
Stenhousemuir	0	0	0	4	2	5.7	25	27	24.3	24	21	24.7
Area Total	2	5	2.6	18	16	27.1	158	129	147.4	140	109	135.3

	Drink Involved			Drink Driving		
Station	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg
Boness	0	0	0.7	4	5	2.3
Camelon	0	0	0.3	2	0	6.3
Denny	1	0	0.7	11	6	13.3
Falkirk	1	0	1.3	31	35	38.3
Grangemouth	0	0	0.3	16	13	12.3
Maddiston	1	1	0.7	7	16	7.7
Stenhousemuir	2	0	1.7	14	10	16.7
Area Total	5	1	5.7	85	85	96.9

** Casualty figures for motorcycles are only motorcycle riders and passengers and not include casualties from other classes of vehicle or pedestrian.

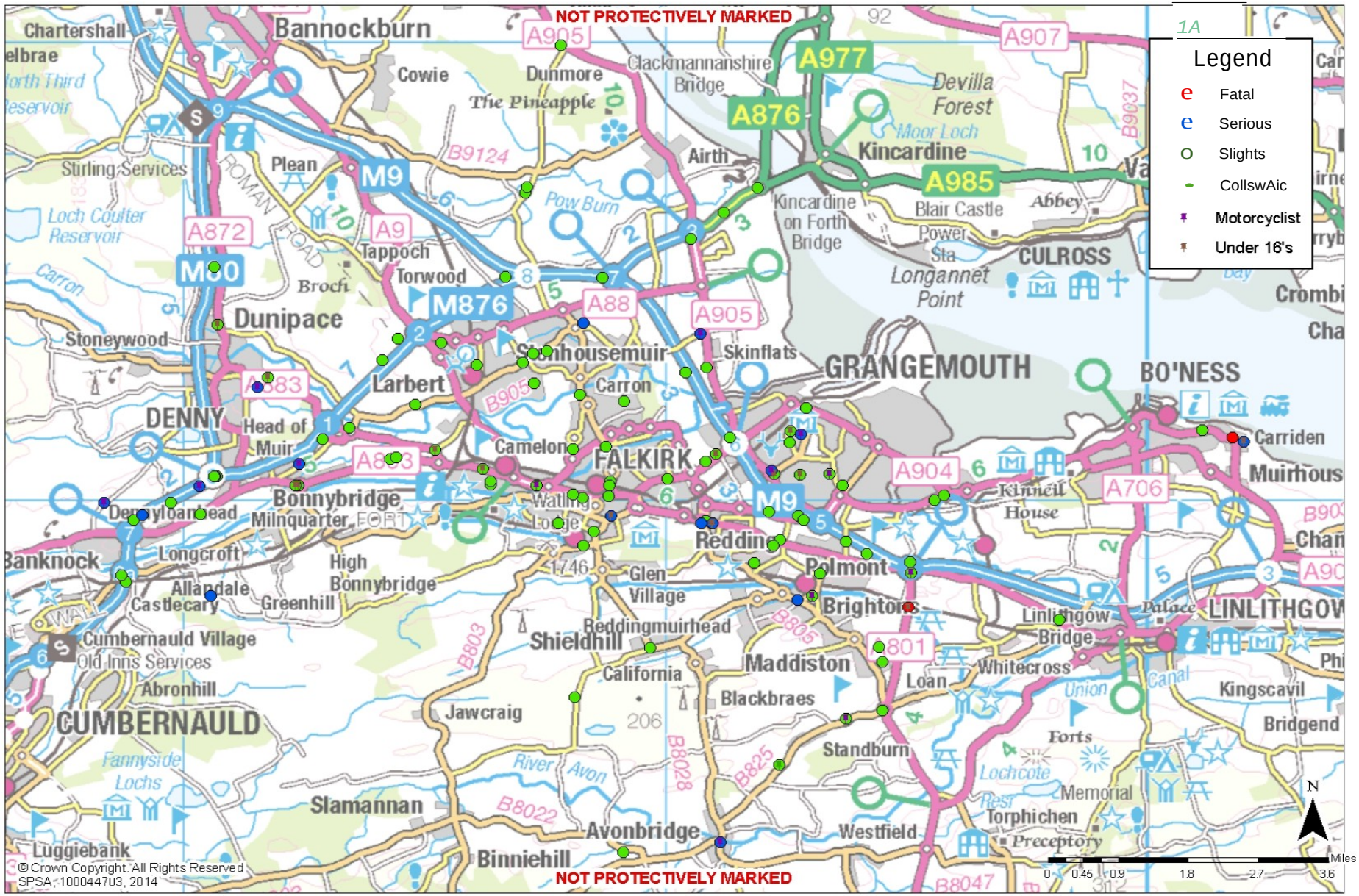
ROAD COLLISIONS THAT INCLUDED CHILDREN

	Fatal Casualties			Serious Casualties			Slight Casualties			Total Number of Collisions		
Station	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg
Boness	0	0	0	0	1	0	0	0	1.3	0	1	1.3
Camelon	0	0	0	0	0	0	0	2	0.7	0	2	0.7
Denny	0	0	0	0	0	1	3	5	3.7	3	4	4.7
Falkirk	0	0	0	0	2	0	5	1	3.7	4	3	3
Grangemouth	1	0	0.3	0	0	0	5	4	2.3	6	4	2.7
Maddiston	0	2	0	1	0	0.3	5	0	2.3	6	1	2.7
Stenhousemuir	0	0	0	0	0	0	7	0	4.3	5	0	3.7
Area Total	1	2	0.3	1	3	1.3	25	12	18.3	24	15	18.8

ROAD COLLISIONS INVOLVING MOTORCYCLISTS

	Fatal Casualties**			Serious Casualties**			Slight Casualties**			# of Collisions involving Motorcyclists		
	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg	4/2013 - 09/2013	4/2014 - 09/2014	3 fiscalYr Avg
Boness	0	0	0.7	0	0	0.3	0	0	0	1	1	1.3
Camelon	0	0	0	0	0	0.3	1	1	0.7	0	0	1
Denny	0	0	0	2	4	1	3	0	1.3	4	4	2.3
Falkirk	0	0	0	1	0	1	2	0	1.7	2	3	2
Grangemouth	0	0	0	0	2	0.7	2	2	1.7	3	1	2.3
Maddiston	0	0	0	0	1	1	1	3	1	3	1	2.7
Stenhousemuir	0	0	0	1	1	1	2	0	1.3	1	4	2
Area Total	0	0	0.7	4	8	5.3	11	6	7.7	14	14	13.6

Fiscal Year 2014/2015
1 April to 30 September
Falkirk Council Area



AGENDA ITEM 5

FALKIRK COUNCIL

Subject: **AUDIT REPORT – PROCUREMENT IN COUNCILS**
Meeting: **SCRUTINY COMMITTEE**
Date: **1 DECEMBER 2014**
Author: **DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES**

1. INTRODUCTION

1.1 This report provides Members with a summary of the above report published in April 2014 by the Accounts Commission and asks that Members consider the report and it recommendations.

2. BACKGROUND

2.1 The aim of the review undertaken by Audit Scotland was to assess whether Councils are efficiently and effectively managing how they procure goods and services. The specific objectives of Audit Scotland were to determine:

• How much do Councils spend on goods and services and what savings and other benefits have Councils identified through better procurement?
• Do Councils manage procurement well and have good governance in place, in line with good practice?
• How well is Scotland Excel helping Councils to improve procurement and achieve savings in spending on goods and services?

2.2 The review process consisted of evidence gathering from:

• Published and unpublished information on procurement, including the results of Councils' Procurement Capability Assessments (PCAs) undertaken by Scotland Excel
• Fieldwork at six Councils and Scotland Excel
• A survey of all 32 Councils and analysis of data from the Scottish Government Procurement Information Hub (the Hub)
• Interviews with representatives from the Scottish Government, Scotland Excel and private sector organisations.

2.3 The process was therefore based upon a broad sphere of work and drew upon information from a variety of sources.

3. SUMMARY OF KEY MESSAGES

3.1 Councils spent over £5.4 billion on goods and services in 2012/13 and they account for over half of the total public sector procurement spend in Scotland. Procurement in Councils now has a higher profile and Councils are buying more goods and services collaboratively.

3.2 There was evidence that Councils are systematically using procurement spending to support local economic development and new legislation and EU directives will bring about further change.

3.3 Councils are relying on procurement to generate savings to meet budget pressures and further savings are possible if Councils were to make greater use of collaborative contracts and replace paper-based systems with 'purchase to pay' compliant ICT systems. Councils investing in qualified staff and improved systems can improve service quality and achieve financial savings.

4. FALKIRK COUNCIL REFERENCES IN THE REPORT

4.1 Falkirk Council is specifically referenced as a good practice example in the following areas:

Environmental benefits

4.2 Falkirk Council has specified a minimum mandatory standard for cleaning products and cleaning services. Contract award conditions included an environmental assessment of tenderers' proposals and the Council monitors contractor performance throughout the lifetime of the contract.

Individual Contract Strategies

4.3 PCA evidence (2013) indicates that less than a third of Councils perform well in this area and only 5 out of the 32 Councils (East Lothian, Falkirk, Midlothian, Renfrewshire and Scottish Borders) have over 90% of spend covered by a contract strategy.

5. RECOMMENDATIONS FOR ALL COUNCILS

5.1 The table below highlights the key recommendations from the report. The recommendations are categorised in relation to actions for staff, Corporate Management Team and Councils.

5.2

Council Staff engaged in procurement should:	Falkirk Council Position
1. Submit accurate and complete information to the procurement Hub on a regular and timely basis (ideally quarterly, and as a minimum within three months of the end of the financial year)	We currently meet this requirement and this is verified annually by Scotland Excel.
2. Examine the costs and benefits of differentiating ALEO and Council expenditure in their Hub submissions	Our Hub submissions differentiate expenditure.
3. Make greater use of the tools and facilities provided by the Hub, including the use of BPIs for performance reporting and to benchmark progress.	We use the Hub for analysis of spend and suppliers.

4. Engage earlier with suppliers and the people who use public services to help develop contract specifications etc.	Contract Strategies include for supplier consultations.
5. Use the Public Contracts Scotland tender (PCS-T) module for all applicable contracts	Pilot testing of PCS-T has been undertaken and the outcomes of the pilot are being evaluated.
6. Make full use of national collaborative contracts and provide a clear explanation for non-participation in these contracts to the relevant Council committee.	We participate in c90% of available national contracts.
7. Develop a systematic approach to collecting information on non-financial benefits including economic, community and environmental benefits and report the benefits to the relevant Council committee on a regular basis.	Contracting savings are reported through contract award reports.
8. Calculate procurement savings using a consistent and transparent methodology that demonstrates how savings are calculated and their relationship to improved procurement.	Savings are reported through a benefits tracker and figures agreed with Finance Services.
9. Make better use of market research, cost avoidance and improved contract management to identify savings and potential service improvements.	Commodity team structures now established, to support these actions
10. Aim to achieve the superior performance level in the PCA.	Specified objective of the 2014-17 Procurement Strategy

5.3 For 60% of recommendations (1,2,5,6,9 and 10) the Council has plans or procedures in place. For the remaining 40% (3,4,7 and 8) of recommendations although procedures are in place these could be strengthened and improved. Work is on-going through the Corporate Procurement Unit and Procurement Board to improve and strengthen where necessary.

5.4

Councils Corporate Management Team should:	**Falkirk Council Position**
11. Benchmark their procurement staffing against similar-sized Councils with higher PCA scores and, where appropriate, produce a business case for employing additional qualified procurement staff where they have lower staffing levels	This exercise was completed in 2011 and contributed directly to the Council reaching Improved Procurement status.
12. Examine the benefits of joint working or joint procurement teams as a way of securing economies of scale and creating collaborative contracts.	Currently achieving high levels of collaborative spend across all commodity areas.
13. Phase out paper purchasing systems and consider the business case for moving all purchasing systems to an electronic 'purchase to pay' basis.	Finance Services leading wide ranging Purchase to Pay improvement across all Council spend.

14. Raise staff awareness of accountability and controls by implementing a written code of ethics requiring staff involved in procurement to complete a register of interest statement require internal audit to conduct a regular assessment of procurement risk, including the risk of fraud.	The Council currently has codes in place and we regularly train staff. Monthly Internal Audits of procurement risk are also undertaken.

5.5 These recommendations (11 through to 14) of good practice are in place in Falkirk Council.

5.6 Finally it is recommended that **Council's** should:

15. Require a report on procurement savings and non-financial procurement benefits to be submitted to the appropriate Committee on a regular basis
16. Encourage elected members sitting on the main committee(s) dealing with procurement to complete specific training to help them undertake their governance role more effectively.

5.7 In relation to recommendation 15 it is the intention to cover procurement savings and non-financial procurement benefits through 6 monthly reports to Members. So far as recommendation 16 is concerned the appropriate Committee dealing with procurement matters is the Council's Executive. It is therefore suggested that Committee remit the issue of procurement training to the Executive for further consideration.

5.8 Finally, the report has 4 recommendations where action is sought from the Scottish Government, Scotland Excel and joint action between Council's and Scotland Excel.

	Falkirk Council Position
The **Scottish Government** should: • work with Councils to review and update the Best Practice Indicators (BPIs), drawing on Councils' experiences, to reflect changes in procurement since 2008 and improve their usefulness to Councils.	A review of the BPIs would be welcomed. We currently upload BPI information on an annual basis to the HUB.
Scotland **Excel** should: • maintain and improve its sharing of knowledge and experience with the Scottish Futures Trust, and with the associated joint venture companies • set realistic timescales for contract development, particularly in new areas of contracting	These are matters for consideration by Scotland Excel, however they evidence the challenges Scotland Excel face in working with such a broad range of partners.

Councils and Scotland **Excel** should: • Review and formalise arrangements to fund procurement reform activity beyond 2016.	Scotland Excel was established with a grant of £4.5 million from Scottish Government (set up and procurement reform). These funds will run out in two to three years. Scotland Excel is reviewing options for long-term funding of reform activity. The financial impacts for Council's will require to be closely monitored.

6. RECOMMENDATIONS

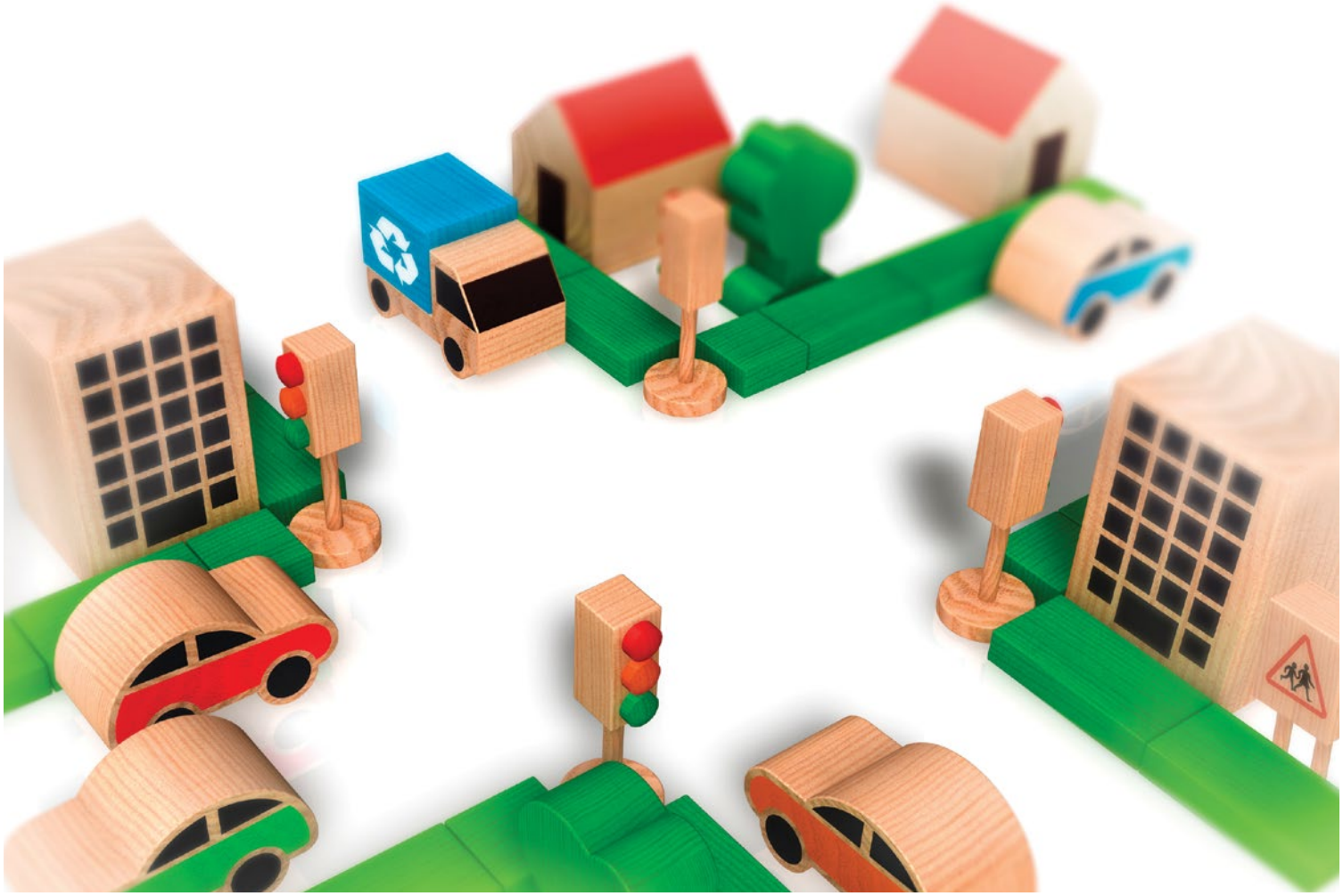
6.1 It is recommended that Members:

- **Consider the Accounts Commission's report;**
- **Note the good practice example listings for Falkirk Council as highlighted in paragraph 4.2 and 4.3;**
- **Note the Council's position in respect of the report recommendations as outlined in Section 5; and**
- **Remit to the Executive the issue of procurement training.**

.....
DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

Date: 31 October 2014
Ref: AAQ-141201
Contact Name: David McGhee, Ext: 0788

Procurement in councils



ACCOUNTS COMMISSION

Prepared by Audit Scotland
April 2014

The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: **www.audit-scotland.gov.uk/about/ac**

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

Contents

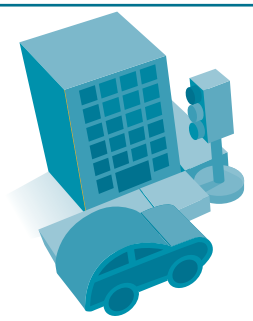


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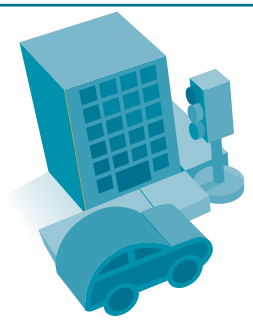
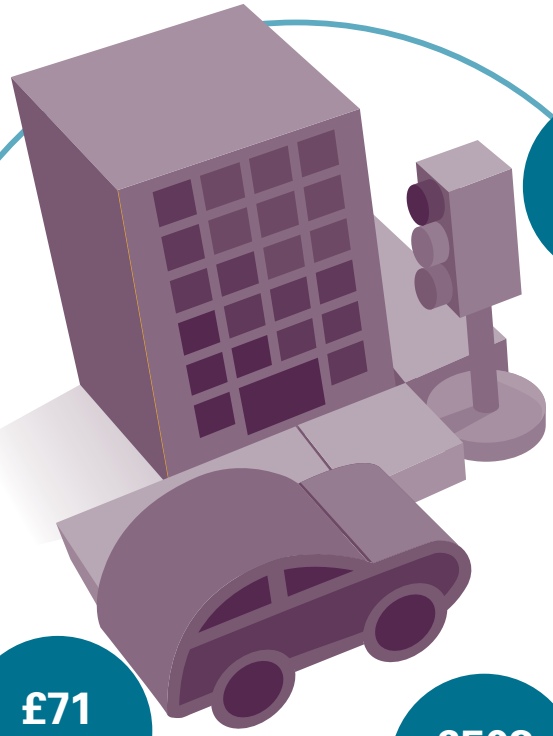
Exhibit data

When viewing this report online, you can access background data by clicking on the graph icon. The data file will open in a new window.

Summary



Key facts



over **£5.4** billion

Spend by councils on goods and services – equivalent to £1,010 for every person in Scotland

56 per cent

Councils' average procurement capability assessment score (increased from average of 22 per cent in 2009)

29 per cent

Councils' procurement spend on construction

23 per cent

Councils' procurement spend on social care

£71 million

Procurement savings reported by the Scottish Government, Scotland Excel and councils in 2012/13

£503 million

Collaborative spend in 2012/13 (9 per cent of total), an increase of 80 per cent over three years

Background

1. Procurement is the process that councils follow to buy the goods and services they need to provide public services. Effective procurement is important in helping councils achieve their local outcomes and priorities, secure value for money and deliver other benefits. Effective procurement involves the following:

- Having the right people in the right place – does the council have adequate numbers of appropriately qualified staff and appropriate organisational structures?
- Defining the supply need – does the council have a well-planned process for deciding what it needs, including deciding how it should provide services and looking at alternative ways of delivering services?
- Sourcing strategies and collaborative procurement – does the council have a good idea of how it can best meet its needs?
- Contract and supplier management – does the council manage its suppliers and contracts effectively?
- Purchasing processes and systems – does the council have effective and reliable processes and ICT systems to support procurement?

2. Councils spent over £5.4 billion, over a quarter of their total capital and revenue spend, on procurement in 2012/13. This represents over half of the public sector procurement spend and about £1,010 for every person in Scotland.

3. In March 2006, the Scottish Government published the *Review of Public Procurement in Scotland* (the McClelland report). This concluded that public sector structures, people and technology were not in place to improve procurement. The report identified the opportunity to achieve significant, recurring financial savings across the public sector through increased use of collaborative contracts (agreements between one or more contracting authorities and one or more companies, which set out the terms under which the companies will enter into contracts with a contracting authority). Since 2006, the Scottish Government and Scotland Excel have launched several initiatives to improve procurement in councils.

4. Our 2009 report, Improving public sector purchasing (PDF) concluded that public bodies' progress in making savings from better procurement had been variable and slower than expected. It also identified wide variation across public bodies in the quality of purchasing data, practice and skill levels. Our other performance audits have also examined aspects of councils' procurement. These include:

- Improving public sector efficiency (PDF) (2009)
- Getting it right for children in residential care (PDF) (2010)
- Commissioning social care (PDF) (2012)
- Major capital investments in councils (PDF) (2013).

About our audit

5. The aim of our audit was to assess whether councils are efficiently and effectively managing how they procure goods and services. The specific objectives were to determine:

- How much do councils spend on goods and services and what savings and other benefits have councils identified through better procurement?
- Do councils manage procurement well and have good governance for it in line with good practice?
- How well is Scotland Excel helping councils to improve procurement and achieve savings in spending on goods and services?

6. This report focuses on the performance of councils and Scotland Excel; the latter is the centre of procurement expertise for Scottish councils. We did not look at procurement by arm's-length bodies set up by councils to provide services. We did not evaluate procurement activities outside local government such as the operation of Public Contracts Scotland or the wider work of the Public Procurement Reform Board (the PPRB brings together leaders from across the public sector to champion procurement reform and influence their sectors). We did draw on information from these areas where they were relevant.

7. We gathered audit evidence from:

- published and unpublished information on procurement, including the results of councils' Procurement Capability Assessments (PCAs) undertaken by Scotland Excel
- fieldwork at six councils and Scotland Excel
- our survey of 32 councils and analysis of data from the Scottish Government Procurement Information Hub (the Hub)
- interviews with representatives from organisations including the Scottish Government, Scotland Excel, private sector organisations such as the Scottish Chambers of Commerce and the Federation of Small Businesses, and the Scottish Council for Voluntary Organisations.

8. Further details of our audit approach are included at Appendix 1.

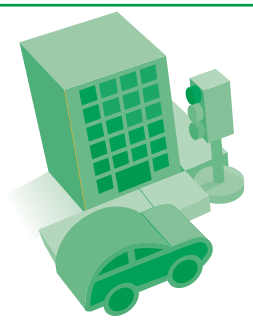
9. This report has three parts:

- Part 1. Setting the scene
- Part 2. The benefits of effective procurement
- Part 3 How councils are performing.

10. In addition to this report, we have prepared a Checklist for elected members in councils (PDF) to help them in their scrutiny role.

11. The Accounts Commission may undertake a follow-up audit, depending on councils' progress.

Key messages



1 Councils spent over £5.4 billion on goods and services in 2012/13; over half of the total public sector procurement spend in Scotland. This spending is extremely diverse, although more than half is on social care and construction. Since 2006, initiatives by the Scottish Government and Scotland Excel have led to significant changes in councils' procurement practices. Procurement now has a higher profile and councils are buying more goods and services collaboratively. New legislation and EU directives will bring about further change.

2 Councils can use procurement to improve service quality and achieve benefits for the community. Councils are systematically using procurement spending to support local economic development. Councils have recently begun to make community benefits such as apprenticeships and environmental improvements an integral part of contracts.

3 Councils' spending through collaborative contracts set up by the Scottish Government and Scotland Excel has increased by over 80 per cent over the past three years to £503 million, but accounts for only 9.3 per cent of their total procurement spend. This percentage is likely to increase further as Scotland Excel and the Scottish Government introduce more collaborative contracts. The Scottish Government, Scotland Excel and councils reported total procurement savings of £71 million in 2012/13, 1.3 per cent of procurement spend; with £43 million (61 per cent) of these savings arising from Scotland Excel or Scottish Government collaborative contracts. Councils are relying on procurement to generate savings to meet budget pressures, but some of their savings calculations may not be reliable or may be incomplete. Further savings are possible if councils make greater use of collaborative contracts and replace paper-based systems with 'purchase to pay' compliant ICT systems.

4 Councils and Scotland Excel have used the Procurement Capability Assessment process to improve procurement practice. All councils have improved their procurement capability since 2009; however, the average assessment score has only reached 56 per cent. The rate of improvement varies among councils and some need to improve more quickly. Councils that invest in qualified improvement staff and improved systems can both improve service quality and achieve financial savings.

Recommendations

The Scottish Government should work with councils to:

- review and update the Best Practice Indicators (BPIs), drawing on councils' experiences, to reflect changes in procurement since 2008 and improve their usefulness to councils.

Scotland Excel should:

- maintain and improve its sharing of knowledge and experience with the Scottish Futures Trust, and with the associated joint venture companies
- set realistic timescales for contract development, particularly in new areas of contracting.

Councils and Scotland Excel should:

- review and formalise arrangements to fund procurement reform activity beyond 2016.

Council staff involved in procurement should:

- submit accurate and complete information to the procurement Hub on a regular and timely basis (ideally quarterly, and as a minimum within three months of the end of the financial year)
- examine the costs and benefits of differentiating ALEO and council expenditure in their Hub submissions
- make greater use of the tools and facilities provided by the Hub, including the use of BPIs in their performance reporting and to benchmark their progress
- engage earlier with suppliers and the people who use public services to help develop contract specifications that more accurately reflect service user requirements and allow for greater innovation within contracts
- use the Public Contracts Scotland tender module for all applicable contracts
- make full use of national collaborative contracts and provide a clear explanation for non-participation in these contracts to the relevant council committee
- develop a systematic approach to collecting information on non-financial benefits including economic, community and environmental benefits and report the benefits to the relevant council committee on a regular basis
- calculate procurement savings using a consistent and transparent methodology that demonstrates clearly how the savings are calculated and their relationship to improved procurement
- make better use of market research, cost avoidance and improved contract management to identify savings and potential service improvements

- aim to achieve the superior performance level in the PCA, particularly in relation to:
  - spend covered by agreed commodity/project strategies
  - participation in Scotland Excel contracts
  - automation of procurement and payment processes
  - spend captured in the council's contract register.

Councils' corporate management teams should:

- benchmark their procurement staffing against similar-sized councils with higher PCA scores and, where appropriate, produce a business case for employing additional qualified procurement staff where they have lower staffing levels

- examine the benefits of joint working or joint procurement teams as a way of securing economies of scale and creating collaborative contracts

- phase out paper purchasing systems and consider the business case for moving all purchasing systems to an electronic 'purchase to pay' basis

- raise staff awareness of accountability and controls by:
  - implementing a written code of ethics
  - requiring staff involved in procurement to complete a register of interest statement
  - require internal audit to conduct a regular assessment of procurement risk, including the risk of fraud.

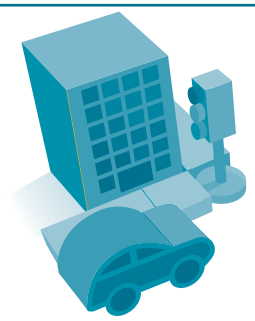
Councils should:

- require a report on procurement savings and non-financial procurement benefits to be submitted to the appropriate committee on a regular basis

- encourage elected members sitting on the main committee(s) dealing with procurement to complete specific training to help them undertake their governance role more effectively.

Part 1

Setting the scene



Key messages

1 Since 2006, Scottish Government and Scotland Excel initiatives have led to significant changes in councils' procurement practices. Procurement now has a higher profile and councils buy more goods and services collaboratively. New legislation and EU directives will bring about further change.

2 Councils spent over £5.4 billion on goods and services in 2012/13; over half of the total public sector spend in Scotland. This spending is extremely diverse, although more than half is on social care and construction.

3 The Scottish Procurement Information Hub is a powerful source of information for analysing council spending data, but not all councils are fully using it. Councils populate the Hub with information on BPIs, but we found little evidence that they use these effectively.

councils spent over £5.4 billion on goods and services in 2012/13, £1,010 for every person in Scotland

Since 2006, Scottish Government and Scotland Excel initiatives have led to significant changes in councils' procurement practices

12. In March 2006, the Scottish Government published the *Review of Public Procurement in Scotland* (the McClelland report). The report concluded that public sector structures, people and technology were not in place to improve how the public sector buys goods and services and that the public sector needed to improve quickly. Since then, the Scottish Government has implemented several measures that have changed the organisation of procurement across the public sector. They include:

- The Public Procurement Reform Board (PPRB) – established in 2006, the PPRB brings together leaders from across the public sector. Although it has no formal powers to direct public bodies, its members promote procurement reform and influence their sectors.
- The Scottish Procurement Information Hub (The Hub) – set up in 2006, the Hub uses data from public bodies' payment systems to produce a broad picture of public sector spending. It provides a starting point for public sector bodies to identify areas of spend, common suppliers and spend with small and medium-sized enterprises (SMEs). Councils also populate the Hub with information on their BPIs.[1,2]

- Public Contracts Scotland – launched in 2008, this website is the platform for all public bodies in Scotland to advertise and tender public sector contracts. It aims to promote efficiency and to give suppliers open access to contract opportunities.

- The Scottish Futures Trust – established in 2008 as a limited company, and wholly owned by Scottish ministers. Its purpose is to facilitate and improve the procurement and delivery of public sector construction projects.

- The Single Point of Enquiry – this was established in 2008 as an independent, impartial and confidential service for suppliers. It offers advice on procurement rules and works with suppliers and public sector bodies to resolve concerns about tender exercises.

- The Procurement Capability Assessment (PCA) – in 2009, the Scottish Government introduced a new improvement tool to assess all public bodies' purchasing activity and to promote improvement.

13. In 2008, councils set up Scotland Excel as a shared service funded by its members. Scotland Excel develops and manages a range of collaborative contracts for goods and services, from salt for winter road maintenance to secure care for children. It provides the centre of procurement expertise for councils in Scotland and works with them (and suppliers) to develop and share best practice and raise standards. It conducts PCAs annually with each council and supports them with the development of their improvement plans.

14. The McClelland report identified that increased use of collaborative contracts could achieve significant, recurring financial savings and service quality improvements, based on three groups of contracts:

- National – for goods and services that the whole of the public sector commonly uses, for example utilities and office supplies. The Scottish Government's Procurement and Commercial Directorate leads collaborative procurement of these goods and services.

- Sector-specific – for goods and services that a specific sector commonly uses. There are centres of procurement expertise for each sector that lead collaborative procurement for public bodies in their respective sectors. Scotland Excel is the centre for councils.[3]

- Local – for goods and services where public bodies make contracts at a local level. Local or regional collaboration may be useful for some goods and services.

Further changes in procurement legislation and practice are underway

15. The Scottish Government introduced The Procurement Reform (Scotland) Bill to the Scottish Parliament on 3 October 2013. It proposes to place a new general duty on public bodies to conduct procurement effectively and in a proportionate manner. It will require public bodies to consider social and environmental factors, such as the creation of apprenticeships, as part of their procurement decisions.

16. The Bill will sit alongside the 2014 EU directive, which also supports these aims by introducing a criterion of the 'most economically advantageous tender' in contract award procedures. This will enable councils to give greater weighting to quality, environmental considerations, social aspects or innovation in their procurement decisions. It will also encourage councils to call for tenders to solve a specific problem without pre-empting the solution, leaving room for innovative solutions.

17. The Social Care (Self-directed Support) (Scotland) Act 2013 came into effect on 1 April 2014. This requires councils to commission a wide variety of services to meet the needs of people who opt to direct their own care. The Accounts Commission will publish a report in mid-2014 on councils' preparations for this new duty.

18. The Scottish Government published the results of a review of how the public sector awards construction contracts in October 2013. The review made several recommendations, including a chief construction adviser to be appointed by the Scottish Government and a review of how construction priorities are set across the public sector.[4]

The procurement landscape is complex

19. In addition to councils and groupings of councils, other organisations are involved in supporting improved procurement in councils. The main ones are the Scottish Government, Scotland Excel and the Scottish Futures Trust (Exhibit 1, page 13). Councils also have access to frameworks and framework contracts set up by councils and groups of councils in Scotland and the rest of the UK.[5]

The Scottish Futures Trust will become increasingly important in construction procurement

20. The Scottish Futures Trust (SFT) was set up to support and improve public sector infrastructure investment. It manages the 'hub community infrastructure partnership programme' across five territories (in the South East, North, East Central, West and South West regions of Scotland). In each area, public bodies have joined with a private partner to form a new joint venture company. SFT intends these joint venture companies to be a value-for-money option, which can become a first port of call when a public body wishes to undertake a community construction project.[6]

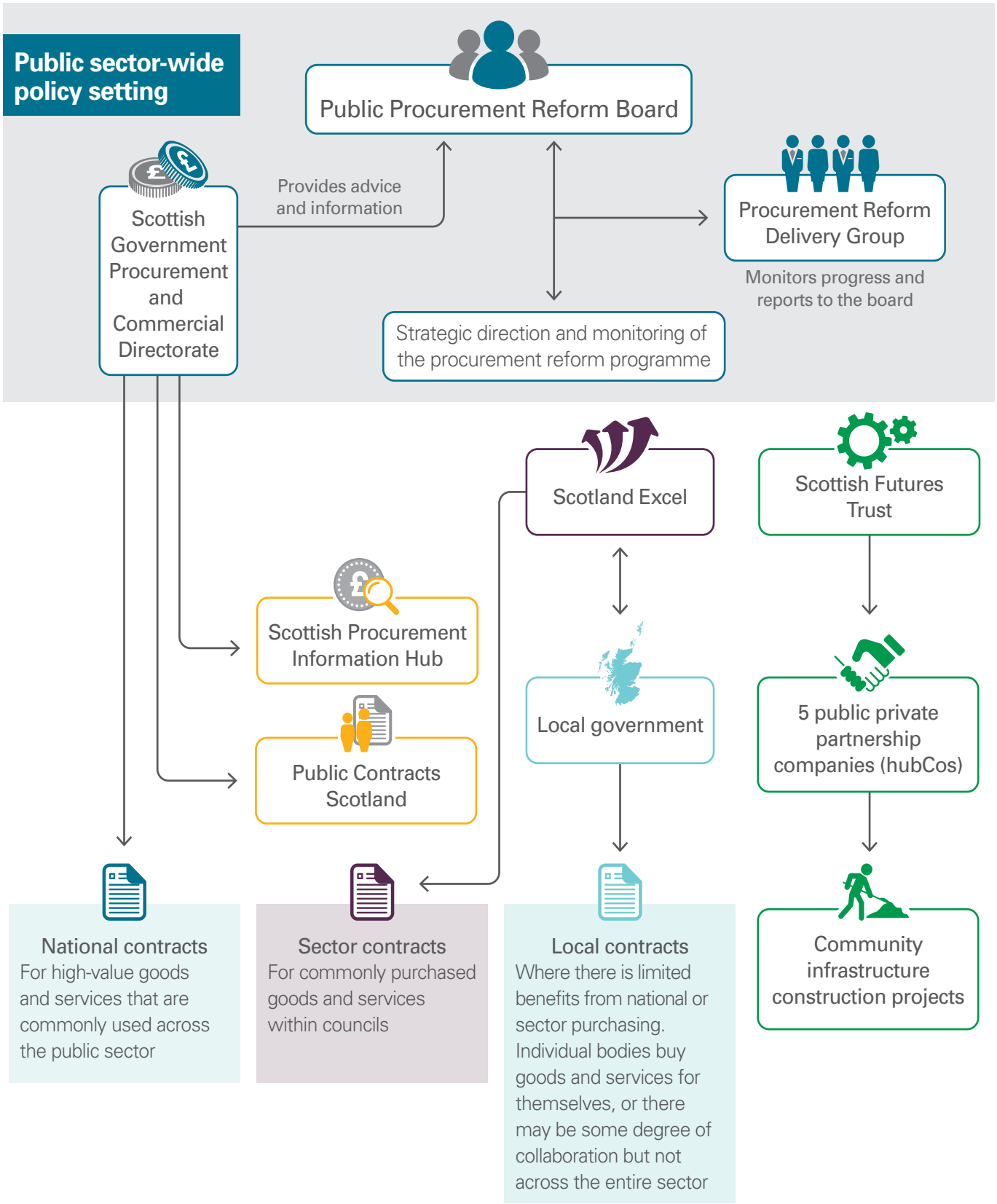
21. All 32 councils have signed up to the programme. SFT estimates the value of all current projects to be over £1 billion. Of this, over £700 million relates to councils. Most work is in the development stage, with £70 million completed and £225 million in construction. Almost 60 per cent of the programme is made up of school projects.

22. Each joint venture company has performance indicators that include the amount of work awarded to SMEs. SFT reported that SMEs have won 77 per cent of the £105 million of contracts awarded to date. The SFT also seeks to have apprenticeships built into contracts and is collecting data on other community benefits.

Exhibit 1

More organisations are becoming involved in council procurement

It is important that national procurement organisations maintain strong lines of communication.



Source: Audit Scotland

23. It is important that national procurement organisations maintain strong lines of communication. We found that there was regular contact between Scotland Excel and the Scottish Government. There has also been engagement between Scotland Excel and the SFT on specific contracts; however, there was only limited evidence of engagement around the joint venture company activity. The expected growth in the number and value of construction projects through the joint venture companies may create further opportunities for Scotland Excel and the SFT to work together on contracts for items such as plumbing materials or education.

Councils spend over £5.4 billion on goods and services, over half the total for the public sector in Scotland

24. In 2012/13, councils spent over £5.4 billion buying goods and services, over one-quarter of their total capital and revenue spending. This represents over half of the total procurement spend for the public sector in Scotland and is equivalent to £1,010 for every person in Scotland. This includes £259 million spending by arm's-length external organisations (ALEOs), including £240 million by Glasgow ALEOs. ALEOs can be used by councils to deliver services.[7,8]

25. Procurement spending varied among councils, depending on size, ranging from £35 million in Shetland Islands Council to £622 million in Glasgow City Council. Councils spend money on many kinds of goods and services, although over half is on construction (29 per cent) and social care (23 per cent) (Exhibit 2, page 15).[9]

26. Between 2010/11 and 2012/13 councils' procurement spending increased by £300 million (6 per cent) in real terms. The biggest increase was in construction spending, which rose by £208 million (15.2 per cent) in real terms. Spending fell in some areas, such as legal services and public transport. Real-terms spending increased in 20 councils and fell in 12 councils. Individual councils' annual procurement spend can seem volatile because of capital projects, which may cause large increases (and decreases) in procurement spending from year to year.

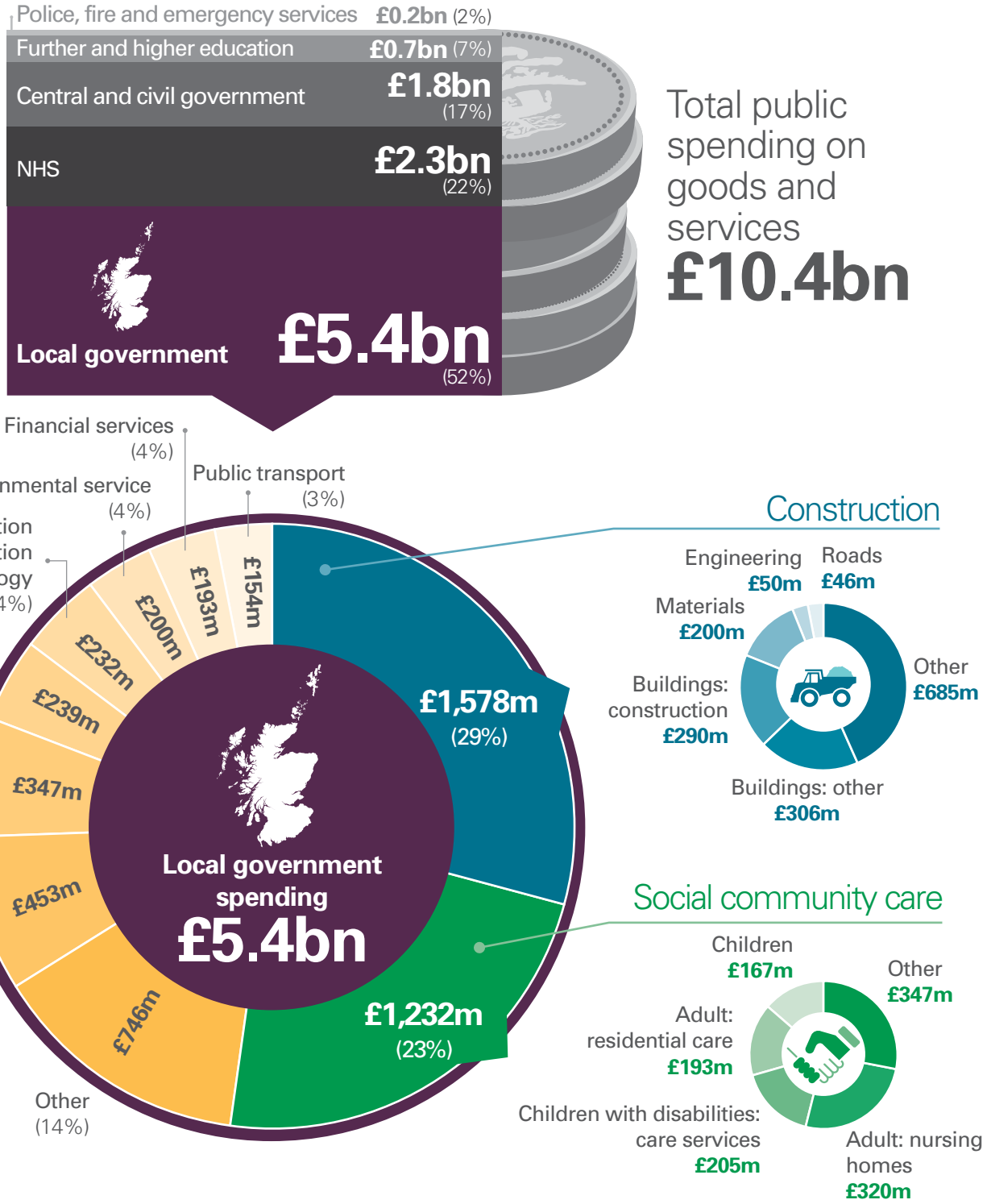
The Scottish Procurement Information Hub is a powerful information source but councils are not fully using it

27. The primary source of information about public sector spending on goods and services is the Scottish Procurement Information Hub (the Hub). Councils submit payment data to the Hub, which is then categorised in various ways, for example by supplier, local spend, spend with SMEs and contract type. The Hub has some limitations; for example, it classifies spending using a supplier's main business, not on the goods or services a council buys. This means that where a supplier's main business is ICT, but it also supplies air conditioning, the Hub would classify all spending with that company as ICT.

Exhibit 2

Estimated public sector spending on goods and services in Scotland 2012/13

Councils are responsible for over half of all Scottish public spending on goods and services. This spending is extremely diverse, though most is on social care and construction.



Notes:

1. This is core trade spend, which is spend with suppliers with whom over £1,000 has been spent in a 12-month period, that have also been classed as a trading organisation or as a non-trade social care provider.
2. There are inconsistencies in how councils report ALEO spending. In some councils, ALEOs pay their suppliers through council payment systems. Where this happens, councils sometimes include ALEO payments in their Hub submissions. ALEOs with their own systems do not supply payment data to the Hub. Because of the way the Hub is configured, it is not possible to separate out ALEO spending.
3. The spending information includes spending information from all councils and health boards, 16 out of 19 universities, 12 out of 32 colleges and central and civil government bodies with significant procurement spend (with the exception of four public corporations, including Scottish Water).

Source: Audit Scotland analysis of Scottish Procurement Information Hub data.

28. The Hub is a potentially powerful source of information with a wide range of functions. It can enable organisations to:

- comprehensively analyse their spend on goods and services
- identify suppliers and analyse spending they have in common with other public sector bodies to help identify opportunities for collaborative purchasing
- find out how their spend profile compares with other public sector bodies
- connect contract and spend data to make it easier to analyse, track and manage spend
- measure their progress using a standardised set of public sector-specific key performance indicators, in this case BPIs (we consider these in more detail below).

29. Hub data is becoming more comprehensive and up to date. But councils submit data inconsistently; some councils submit data on a quarterly basis and some annually (some over three months after the end of the financial year).

30. It is in councils' interests to have a good working knowledge of the Hub and ensure they record their data accurately. Councils vary in how well they use the tools and facilities available on the Hub. Greater use of these could better inform councils' decision-making. There are good online training facilities on the Hub database, but some councils feel that additional 'hands-on' training would be helpful.

31. Both Scotland Excel and the Scottish Government use the Hub database to identify areas that may be suitable for national and sector-specific collaborative contracts.

Most councils collect information to produce BPIs but we found little evidence that councils are using them effectively

32. In May 2008, in consultation with other bodies, the Scottish Government introduced the Procurement BPIs. These include performance measures such as contracted spend, savings, staff qualifications and e-procurement. The intention was that the PPRB and Delivery Group would use the indicators to monitor improvements and identify areas of concern. Public bodies submit BPI data directly to the Hub to help them to share best practice, improve joint working and increase efficiency. In 2012/13, 31 councils submitted BPI data to the Hub. Only Stirling Council had not submitted BPI data to the Hub at the time of audit, although data was incomplete for several others.

33. In 2011, the Scottish Government made it an indicator in the PCA for councils to complete the BPIs. The Scottish Government identified inconsistencies in savings reported through the BPIs compared with those reported through Efficient Government in 2012. To ensure all public bodies report consistently, the Scottish Government published savings and benefits guidance in November 2012. Procurement policy has changed since 2008, for example in terms of sustainability and community benefit, and a review of BPIs would be appropriate to ensure they reflect current practice. Some council procurement managers do not currently use BPIs as they find them less useful than the PCA.[10,11]

Recommendations

The Scottish Government should work with councils to:

- review and update the Best Practice Indicators (BPIs), drawing on councils' experiences, to reflect changes in procurement since 2008 and improve their usefulness to councils.

Scotland Excel should:

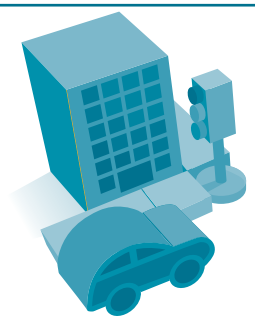
- maintain and improve its sharing of knowledge and experience with the Scottish Futures Trust, and with the associated joint venture companies.

Council staff involved in procurement should:

- submit accurate and complete information to the procurement Hub on a regular and timely basis (as a minimum within three months of the end of the financial year)
- examine the costs and benefits of differentiating ALEO and council expenditure in their Hub submissions
- make greater use of the tools and facilities provided by the Hub, including the use of BPIs in their performance reporting and to benchmark their progress.

Part 2

The benefits of effective procurement



Key messages

1 Councils can use procurement to improve the quality of services and achieve benefits for the community. Councils are systematically using procurement spending to support local economic development. Councils have begun to make other community benefits such as apprenticeships and environmental improvements an integral part of contracts.

2 The use of collaborative contracts set up by the Scottish Government and Scotland Excel has increased by over 80 per cent over the past three years to £503 million, but accounts for only 9.3 per cent of total council procurement spend. It is likely to increase further as Scotland Excel and the Scottish Government introduce more collaborative contracts.

3 The Scottish Government, Scotland Excel and councils reported total procurement savings of £71 million in 2012/13, 1.3 per cent of procurement spend; with £43 million (61 per cent) of these savings arising from Scotland Excel or Scottish Government collaborative contracts. Councils are relying on procurement to generate savings to meet budget pressures, but some of their savings calculations may not be reliable or may be incomplete. Further savings are possible if councils make greater use of collaborative contracts.

council spending through collaborative contracts is increasing, but accounts for a relatively low proportion of procurement spend

Councils are using procurement spending to stimulate local economic development; other community benefits are beginning to follow

34. The initial focus of the McClelland procurement reforms was on collaboration and financial savings. More recently, the Scottish Government launched the Scottish Sustainable Procurement Action Plan. In it, the Scottish Government defines sustainable procurement as 'A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole-life basis and generates benefits not only to the organisation, but also to society, the economy and the environment'.[12]

35. To achieve Best Value when deciding between procurement options, councils consider the balance between cost, quality and wider community benefit. For some contracts, for example buying goods such as stationery, price is likely to be the biggest factor in the procurement decision. In others, for example social

care, it will be service quality. In major contracts, particularly larger construction contracts, whole-life costs and community benefits such as the creation of apprenticeships and economic development will also be significant factors. Achieving these wider benefits depends on councils having enough skilled procurement personnel, good ICT and effective procurement processes.

36. The Procurement Reform (Scotland) Bill places emphasis on encouraging innovation from suppliers and enhancing contract opportunities for newer businesses, SMEs and the third sector, such as voluntary organisations. The Bill also includes a sustainable procurement duty to promote economic, social and environmental wellbeing.

37. Scotland Excel has supported councils' economic development and community benefit policies by breaking contracts into smaller 'lots' to encourage SMEs to bid. Scotland Excel currently has 38 contracts with 409 suppliers valued at £408 million; of these:

- 286 suppliers (70 per cent) are SMEs and they account for 44 per cent of spend
- 167 suppliers (41 per cent) are Scottish SMEs and they account for 31 per cent of spend
- 48 per cent of overall spend is with Scottish suppliers.

38. Hub information shows that 54 per cent of Scottish councils spend is with SMEs, ranging from 35 per cent in Inverclyde Council to 77 per cent in Shetland Isles Council. While there was no change in spending with SMEs between 2010/11 and 2012/13, a 2013 survey, commissioned by the Federation of Small Businesses, indicated that these initiatives were having an impact. It found that 53 per cent of Scottish councils' spending was with SMEs compared to a UK average of 47 per cent.[13]

39. All councils are working with local suppliers to help them bid for council contracts. Additionally, the Supplier Development Programme (SDP), a local authority partnership programme supported by 25 councils, helps SMEs and third sector organisations to win more public sector contracts. It offers support, and runs training events, to help SMEs and third sector organisations understand councils' tendering processes. Councils are also using procurement to help benefit the community and the environment. North Ayrshire Council is particularly active in using procurement to improve local economic development (Exhibit 3, page 20).

40. Although most councils have a well-established supplier development programme, examples of community benefits and environmental improvements are relatively recent. Some councils, such as Renfrewshire and Dundee, have appointed community benefits managers to engage with suppliers and take a systematic view of community benefits (for example, they coordinate apprenticeships and training across council construction projects to enable local apprentices to complete their training). Falkirk Council has made environmental improvements (Exhibit 3, page 20). However, PCA results indicate that most councils have yet to implement a systematic approach to achieving community and environmental benefits.

Exhibit 3

Good practice examples of councils using procurement to achieve community, economic and environmental benefits

North Ayrshire Council's economic development programme

The council is implementing a plan to help SMEs and local businesses that includes:

- holding Supplier Development Programme (SDP) events and providing 'Meet the Buyer' and 'Is the Public Sector for you?' presentations
- offering to meet local businesses one-to-one
- offering to debrief unsuccessful suppliers to help with future bids
- monitoring the SME and local business success rate in the pre-qualification questionnaire (PQQ) process
- ensuring its tender strategies take account of SMEs' needs
- ensuring they invite a fair representation of local companies to bid for low-value quotes and monitoring the success rate of this policy
- reviewing tender documents to ensure they are consistent and user friendly and by streamlining the information required in a tender process.

The council is also working on a 'Partners for Change' pilot to improve its relationships and communication with the third sector.

The council uses community benefits clauses to maximise the economic, social and environmental wellbeing of the area. As well as targeted recruitment and training clauses, the council also requests other voluntary community benefits. The council has recruited a Community Benefits Officer to support this initiative. The council has advertised on the Public Contracts Scotland portal for expressions of interest from third sector organisations to provide services to the council. It aims to use this database for 'quick quote' requirements and to share it with main contractors to help with subcontracting opportunities.

Falkirk Council – environmental benefits

Falkirk Council has specified a minimum mandatory standard for cleaning products and cleaning services. Successful contractors work with the contracting authority to achieve best practice standards. Contract award conditions included an environmental assessment of tenderers' proposals to mitigate their impact on the environment, for example through waste disposal and fuel emissions. The council monitors contractor performance throughout the lifetime of the contract.

Renfrewshire Council – the benefits of improved supplier engagement

Renfrewshire Council's Building Better Communities (BBC) is a £103 million programme of investment in schools, sports, social care and community facilities. Improved supplier engagement and a partnership approach helped to improve the delivery of major capital projects. It also helped deliver community benefits. These included 31 per cent of subcontracted work going to local subcontractors; jobs for 27 apprentices; and the development of local environmental projects, including educational input to local schools.

Cont.

Exhibit 3 (continued)

Fife Council – using outcome specifications to encourage to innovation
Following a review of its services by Fife's Youth Offenders Management Group, Fife Council put services out to tender for young people who offend. Expected outcome specifications were set, including evidence that:

- young people and families satisfactorily engage with the services being provided
- young people using the service reduced the frequency and seriousness of their offending behaviour
- victims satisfactorily engage in restorative processes.

The review also helped to clarify the format of expected quarterly performance monitoring reports including key targets and outcomes. Following the revision of the service specification, the council was able to demonstrate the impact of the service provider on the level of offending in Fife.

Source: North Ayrshire Council, Falkirk Council, Renfrewshire Council, Fife Council

Better consultation with suppliers could lead to improved contracts

41. The Federation of Small Businesses and Chambers of Commerce believe that better and earlier engagement with suppliers could help develop contract specifications that more accurately reflect user requirements and allow for greater innovation. Good examples of early engagement with suppliers and using outcome specifications to encourage innovation are Renfrewshire Council and Fife Council (Exhibit 3). Some councils are nervous of early engagement with suppliers because of the risk that companies not awarded contracts could legally challenge them for giving some suppliers an unfair competitive advantage. The Procurement Reform (Scotland) Bill and the new EU procurement directive will specifically encourage innovation in this area.

42. Organisations representing small businesses have said that the bureaucracy and cost involved is a major disincentive to bidding for public sector contracts. One particular issue for small businesses is the way councils use pre-qualification questions (PQQs), which are time-consuming for small firms to complete. This becomes a significant problem when different councils require similar, but slightly different information. To help small businesses, Public Contracts Scotland has recently introduced PCS tender which holds businesses' answers to standardised PQQs on the system, avoiding duplication and reducing the burden on businesses. More councils need to use this facility. Although 31 councils have been trained to use PCS tender; not all currently use it, although more plan to do so in future.[14,15]

Council spending through collaborative contracts is increasing, but accounts for a relatively low proportion of procurement spend

43. The vast majority of councils' procurement spend is through local contracts. Almost 9.3 per cent is through Scottish Government and Scotland Excel collaborative contracts. Council procurement spending in 2012/13 can be broken down as follows:

- £253 million (4.7 per cent) – on national contracts negotiated by the Scottish Government's Procurement and Commercial Directorate for goods and services used across the whole of the public sector (utilities, such as gas and electricity, account for about 80 per cent of this total)
- £250 million (4.6 per cent) – on contracts negotiated by Scotland Excel
- About £4.9 billion (90.7 per cent) is spent on local contracts between the council and its suppliers, contracts where councils collaborate with each other or with other public bodies and off-contract spend. Of the councils who provided a breakdown of this spend:
  - 74.1 per cent is on local contracts between the council and its suppliers
  - 7.8 per cent is on contracts where councils collaborate with each other or with other public bodies
  - 18 per cent is off-contract spend.[16]

44. Council spending through collaborative contracts developed by Scotland Excel increased from £116 million in 2010/11, to £191 million in 2011/12 and £250 million in 2012/13. Over the same period, spending through Scottish Government contracts increased from £163 million in 2010/11 to £225 million in 2011/12 and £253 million in 2012/13. This represents an increase of just over 80 per cent.[17]

Scotland Excel is increasing the number and value of its contracts, but its original timescale was over-ambitious

45. Scotland Excel's 2012–15 business plan included a target to increase the value of its contract portfolio to £500 million in 2012/13. Its value had increased to £408 million at February 2014. Scotland Excel acknowledges that its original timescales were ambitious because of the high level of stakeholder and market engagement required for developing some contracts. It remains confident of meeting its overall target of £750 million by 2014/15.[18]

46. Scotland Excel reported particular difficulties in developing social care contracts, for example the extent of consultation required for the residential children's care services contract. Scotland Excel recognises that it needs to improve its estimates of the time required to develop contracts that are more complex.

47. Scotland Excel currently has four social care contracts in place: fostering, prepared meals, secure care and telecare equipment. A further four contracts, with an estimated value of £148 million, are planned in children's residential care services, adult specialist residential care, adult supported living and agency workers in social care. These contracts are currently at different stages of development and Scotland Excel has scheduled them for delivery between March 2014 and January 2015.[19]

48. Scotland Excel is making progress in social care contracts and this was recognised at the 2012/13 Government Opportunity awards (GO Awards),

where its social care team won the 'John F McLelland Collaborative Procurement Initiative of the Year Award' for work on the secure care contract.

49. Scotland Excel's management group monitors progress against its contract delivery schedule. The schedule for 2013/14 includes 50 contracts with an overall value of £732 million. Scotland Excel will:

- continue to manage 20 existing contracts valued at £217 million
- consider extending eight contracts, valued at £37 million
- renew ten contracts, valued at £153 million
- develop 12 new contracts valued at £325 million.

50. The Scottish Government has plans to introduce or renegotiate 27 contracts between 2013/14 and 2015/16, covering various goods and services, including server maintenance, travel services, general stationery and office paper.

Councils have saved money by using collaborative contracts

51. In 2012/13, total reported procurement savings were £71 million:

- £25.6 million (36 per cent of overall savings) reported by the Scottish Government for national contracts
- £17.7 million (25 per cent of overall savings) reported by Scotland Excel for sector contracts
- £5 million (7 per cent of overall savings) reported by councils for collaborative savings with other local councils or public bodies[20]
- £23 million (32 per cent of overall savings) reported by councils for individual council contracts.[21]

52. We identified significant differences between savings reported by the national bodies responsible for making the collaborative contracts and savings reported by councils using those contracts. We looked in detail at the savings methodologies councils and Scotland Excel used to find out reasons for these differences.

Scotland Excel produces reasonable estimates of potential savings from collaborative contracts

53. Scotland Excel estimates potential savings for each new collaborative contract. It bases its calculations on the total spend of participating councils in the previous year(s) and current market data. It works closely with councils to develop its savings estimates and councils agree these estimates during the contract development process.

54. Scotland Excel calculates savings using the percentage saving that a council might achieve if it opted for the best value supplier in a framework agreement. When the contract becomes operational, Scotland Excel collects spend information from suppliers and applies the expected percentage saving to the actual spending on the contract.[22]

55. Scotland Excel reports savings to councils through quarterly business review reports and to its governance committees. Its method of calculating savings is reasonable. But it may not always reflect the savings achieved by councils for the following reasons:

- The cheapest option in the framework may not be available to the council.
- The council may not choose the cheapest supplier from those in the framework, for example they may not choose the cheapest tyres in a framework contract if higher cost, but better-quality, tyres have a lower whole-life cost to the council.
- A council may join a contract after Scotland Excel has awarded it and the saving may be higher or lower depending on the price in the council's predecessor contract.

Councils need a more consistent approach to calculating savings

56. It is difficult to draw conclusions by comparing councils' savings figures with those provided by Scotland Excel because of the variation among councils in how they record and report savings. For example:

- some councils rely on savings figures provided by Scotland Excel and the Scottish Government for national collaborative contracts without calculating their actual savings
- councils use different methods to calculate and report savings (paragraph 57)
- some councils do not calculate or report all procurement savings, including collaborative savings; some said that this was because their procurement teams did not have the time to do so.

57. We asked all councils to provide details of their three highest procurement savings for the year 2012/13. We reviewed seven to assess whether the savings calculations were reasonable. We found that:

- In two councils, the biggest savings arose from changes in recycling collection contracts. Instead of paying contractors to uplift recyclables, the councils sold the contract to uplift recyclables to private companies.
- Three councils made savings by securing a better price. They did this by introducing framework contracts or by securing a lower price than a previous contract.
- In one example, the saving arose from an open competition, where the council selected the bid with the best combination of price and quality.
- In one example, it was questionable whether the saving could be attributed to improved procurement. The council changed how it delivered one of its services. Savings were from staff costs and how buildings were being used. The council attributed the savings to improved procurement.

58. Although we consider the first three examples above to be procurement savings, the variation in how councils make and calculate savings shows how difficult it is to present a clear picture. The way councils use procurement savings also varies. In 2012/13, the 23 councils that were able to break down how their savings were used reported that, of their £34.3 million total recurring revenue savings:

- £9.4 million was recycled within the department making the savings
- £9.6 million was returned to the corporate centre to re-allocate
- £15.3 million was used to reduce service budgets to meet savings targets.

Councils could generate further savings if they made greater use of existing collaborative contracts

59. Most of the councils we visited viewed collaborative contracting as their preferred procurement method when looking to buy goods and services. In many cases, this is written into their standard procurement procedures, as these examples show:

- South Lanarkshire Council looks for contracts that are already available before setting up new contracts. They also use contracts set up by consortia in the rest of the UK (East Anglia, Yorkshire and West Midlands), as well as Scotland Excel contracts.
- The Tayside councils (Dundee, Perth & Kinross and Angus) and Tayside Contracts use Scotland-wide contracts. In addition, the Tayside Procurement Consortium (TPC) sets up contracts across the region and supports the procurement teams in each council.
- Aberdeen City and Aberdeenshire Councils have a joint procurement team that manages contracts on behalf of both councils and looks for opportunities for collaboration wherever possible.
- Renfrewshire Council has a policy of consulting surrounding councils to examine the scope for joint contracting when setting up a new contract.[23]

60. Not all councils participate fully in collaborative contracting. In 2013, councils' uptake of Scotland Excel and Scottish Government contracts ranged from 49 per cent of available contracts in Orkney Islands to 92 per cent in West Lothian. The average participation rate was 58 per cent in Scottish Government contracts and 78 per cent in Scotland Excel contracts. There was a significant correlation between how councils used Scottish Government contracts and Scotland Excel contracts. The main reasons put forward by councils for not participating in national or sector contracts were as follows:

- The council or an ALEO provides the service directly, for example City Building in Glasgow.
- The council is tied to an existing contract and would incur penalties if they withdrew.

- There is little or no demand for the particular service in the council area.
- No suppliers came forward in the national tender exercise for a particular council area. This is a particular issue for islands councils, although it affects other councils too.
- The council has a specific focus on community benefit and has opted for a local supplier not included in the national contract.
- The council has identified a local supplier who can provide a better combination of price and quality than in the national contract.

61. In 2012/13, 23 councils reported savings of £6.5 million on spending of £250 million on Scotland Excel contracts. Councils could make greater savings if they all made better use of Scotland Excel contracts. We calculated that councils could make additional savings of £4.9 million if they used all of the available contracts at a similar level of spending to the ones they currently use. However, for the reasons outlined in paragraph 60, this method of calculation is likely to overstate the achievable savings.[24]

62. Scotland Excel believes there is significant scope for more collaborative contracts and greater savings. However, the complexities involved in setting up collaborative contracts mean it is not possible at present to estimate the savings that might be available. Scotland Excel and Scottish Government collaborative contracts currently account for 9.3 per cent of council spend, while collaborative spend is 34 per cent for the NHS and 28 per cent for further and higher education. However, collaborative procurement has a considerably longer history in the health sector and smaller ranges of goods and services are purchased in both sectors.

Councils are relying on procurement to generate savings to meet budget pressures

63. Councils have identified procurement as a source of significant savings. During 2013/14, 23 councils reported that they are planning to make £27 million of savings from procurement, representing 13 per cent of their overall savings targets. Targets set by individual councils vary from 0 per cent of their overall savings target (East Ayrshire, Orkney Islands and Stirling Councils) to 100 per cent (Comhairle nan Eilean Siar). The City of Edinburgh Council's four-year budget is heavily dependent on improved procurement delivering recurring annual savings of £41 million by 2017/18. However, as only a small number of councils set savings targets for more than a year in advance, it is not possible to make a reasonable estimate of the expected contribution of procurement savings beyond 2013/14.[25]

64. In some cases, councils may have already achieved the savings available through collaboration, and saving money when renewing contracts will become more difficult. Because of this, the focus of high-performing councils is changing. It is now on making savings through improved market research, cost avoidance (avoiding buying unnecessary items) and improving how they manage contracts, rather than relying purely on competition in the bidding process.

Recommendations

Scotland Excel should:

- set realistic timescales for contract development, particularly in new areas of contracting.

Council staff involved in procurement should:

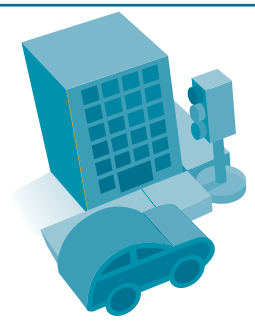
- engage earlier with suppliers and the people who use public services to help develop contract specifications that more accurately reflect service user requirements and allow for greater innovation within contracts
- use the Public Contracts Scotland tender module for all applicable contracts
- make full use of national collaborative contracts and provide a clear explanation for non-participation in these contracts to the relevant council committee
- calculate procurement savings using a consistent and transparent methodology that demonstrates clearly how the savings are calculated and their relationship to improved procurement
- make better use of market research, cost avoidance and improved contract management to identify savings and potential service improvements.

Councils should:

- require a report on procurement savings and non-financial procurement benefits to be submitted to the appropriate committee on a regular basis.

Part 3

How councils are performing



Key messages

1 Councils and Scotland Excel have used the Procurement Capability Assessment process to improve procurement practice. All councils have improved their procurement capability since 2009; however, the average assessment score has reached only 56 per cent. The rate of improvement varies among councils and some need to improve more quickly. Councils that invest in qualified improvement staff and improved systems can both improve service quality and achieve financial savings.

2 Councils have increased the proportion of spend covered by contracts and are using IT to reduce the risk of fraud and error and improve performance information, but there is scope for improvement.

3 Savings of £9 million are possible by replacing paper-based systems with 'purchase to pay' compliant ICT systems.

all councils have improved their procurement capability, but some councils need to improve more quickly

The Procurement Capability Assessment is a reliable process that focuses on improving procurement practice

65. The Scottish Government introduced the Procurement Capability Assessment (PCA) to help public bodies improve their procurement structures, capability, processes and performance, and to achieve the best procurement standards. The aim of the PCA is to assess procurement capability in important areas against common criteria and standards and to help councils continuously improve. The PCA process involves an annual assessment visit by Scotland Excel staff. To facilitate the process, councils can provide evidence to Scotland Excel in advance of the formal assessment.

66. We examined Scotland Excel's PCA process and concluded that it effectively assesses councils' procurement arrangements. Scotland Excel employ experienced and knowledgeable assessors and they challenge councils' evidence appropriately. The PCA is accepted by councils as a demanding but worthwhile exercise.

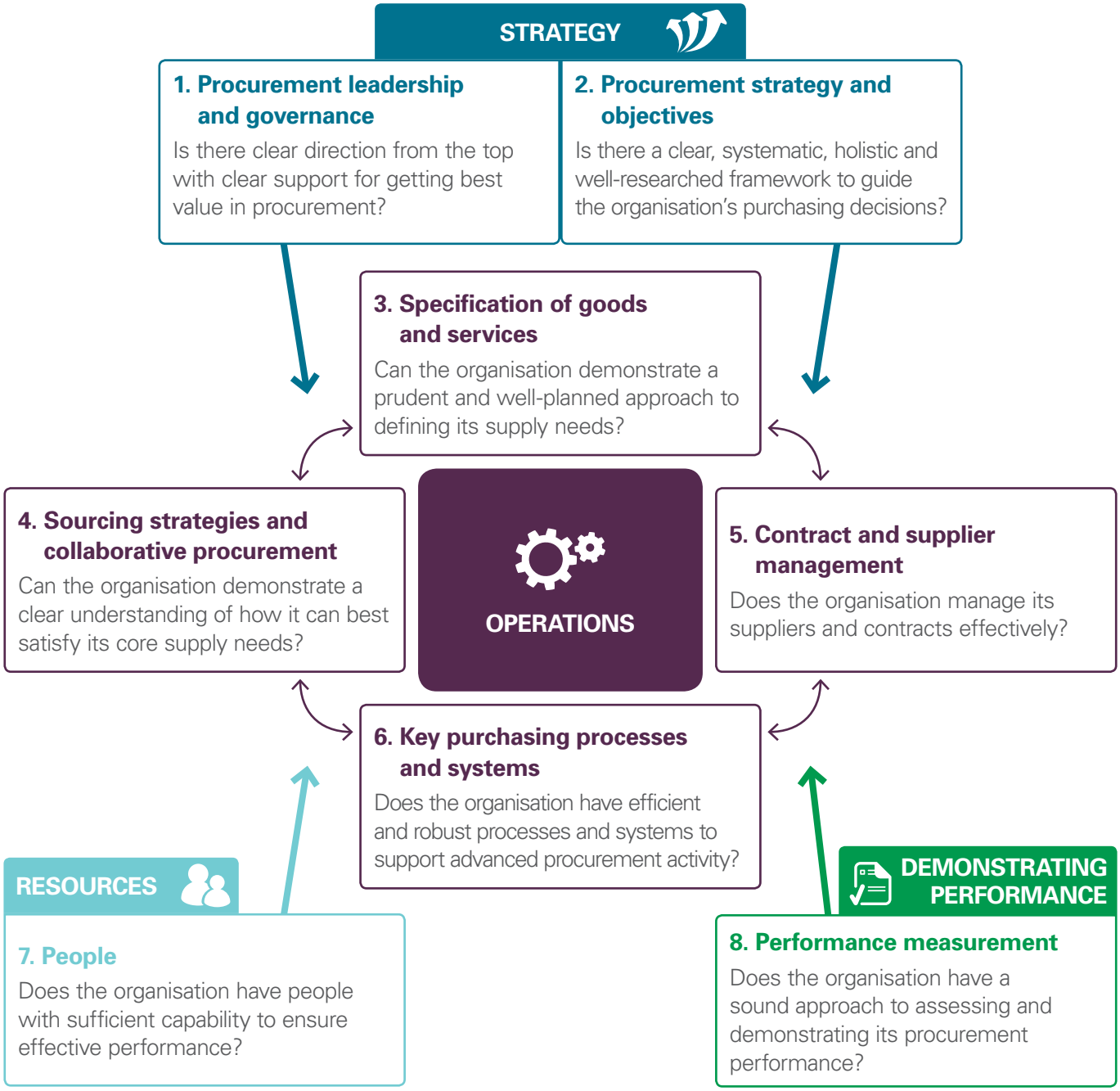
67. The PCA uses 52 questions in eight sections (Exhibit 4, page 29) to assess councils' capability. For each question, Scotland Excel rates councils' capability from level 0 to level 3 and calculates a percentage score for each section and an overall percentage. Ratings are:

- 0–24 per cent – non-compliance
- 25–49 percent – compliance
- 50–74 per cent – improved performance
- 75 per cent or over – superior performance.

Exhibit 4

The Procurement Capability Assessment

The Procurement Capability Assessment tool involves systematically reviewing purchasing strategy, operations, resources and performance in eight sections.



Source: Scottish Government

68. Scotland Excel uses the results of PCAs and feedback from councils to help councils identify where they have not implemented good improvement practice and target improvement activity. Fieldwork councils told us that reporting PCA assessments to elected members (generally through a council committee) was helpful and led to a greater focus on improving procurement. All fieldwork councils had developed improvement plans in response to their assessment.

69. The chief executives and senior managers we interviewed said they found Scotland Excel's presentations to council management teams particularly valuable in providing an overview of their council's procurement challenges and identifying where the council needed to improve. Procurement managers also valued workshops that Scotland Excel held after completing PCA assessments.

70. Scotland Excel carried out customer satisfaction surveys for the first time in 2013. This involved surveying procurement leads, other procurement and technical contacts and chief executives. All surveys provided positive feedback, but also highlighted a small number of areas where Scotland Excel could improve, for example reporting progress on contract delivery, price stability within contract terms and the focus on sustainability in contracts.

71. When councils created Scotland Excel, the Scottish Government gave it a grant of £4.5 million to fund its set-up costs and procurement reform activities. At March 2013, £1.2 million remained, which Scotland Excel intends to continue to use to fund procurement reform activities, including the PCA. At current spending rates, these funds will run out in two to three years. Scotland Excel is reviewing options for long-term funding of reform activity, for example through secondments, central government funding or through charges. Introducing charges may be a challenge in the current economic climate.

Between 2009 and 2013, average council PCA scores improved from 22 per cent to 56 per cent; improvement rates vary and some councils need to improve more quickly

72. Our analysis of councils' PCA results between 2009 and 2013 indicates a general trend of councils improving their procurement performance. Between 2009 and 2013, average council PCA scores increased from a low base of 22 per cent to 56 per cent (Exhibit 5, page 31).

73. Although councils have improved in all PCA sections, progress has been slow in contract management, key purchasing processes and systems, and performance measurement where average scores remain at or below 40 per cent. Councils and Scotland Excel reported that it is more difficult to improve in these areas as improvement in contract and supplier management requires a culture change across the entire council. Changes in purchasing systems and processes generally require significant investment in ICT systems, which can be expensive and take time to implement.

74. There are significant differences between the highest- and lowest-performing councils in the PCA (Exhibit 6, page 32). Renfrewshire was the highest-performing council in 2013, scoring 80 per cent, and is the only council in the 'superior performance' category. Twenty-seven councils achieved 'improved performance' (50–74 per cent) and four councils were in the 'conformance' category (25–49 per cent). Orkney Islands Council was lowest at 31 per cent.

Exhibit 5

Overall changes in Procurement Capability Assessment areas between 2009 and 2013

Councils have improved in all areas but significant improvement is still required.

Procurement Capability Assessment section	Average council score (%)				
	2009	2010	2011	2012	2013
Procurement leadership and governance	25	38	48	58	63
Procurement strategy and objectives	31	43	58	64	73
Defining the supply need	13	23	30	45	54
Commodity/project strategies and collaborative procurement	25	32	40	53	61
Contract and supplier management	14	18	24	33	39
Key purchasing processes and systems	26	37	39	38	40
People	25	39	49	58	71
Performance measurement	22	22	34	39	50
Overall score	**22**	**32**	**40**	**48**	**56**

Non-compliance
0–24 per cent

Compliant
25–49 per cent

Improved performance
50–74 per cent

Superior performance
75–100 per cent

Source: Scotland Excel

75. The rate of improvement also varied among councils. Some, such as Renfrewshire, South Lanarkshire and Inverclyde, have improved significantly. But progress has been slower in some larger councils that performed well in the early years of the PCA, for example Aberdeen City, Aberdeenshire, City of Edinburgh, Glasgow City and Highland. Four councils have still not yet achieved the 'improved performance' target level set by the PPRB (Clackmannanshire, East Dunbartonshire, Orkney Islands and Shetland Islands).

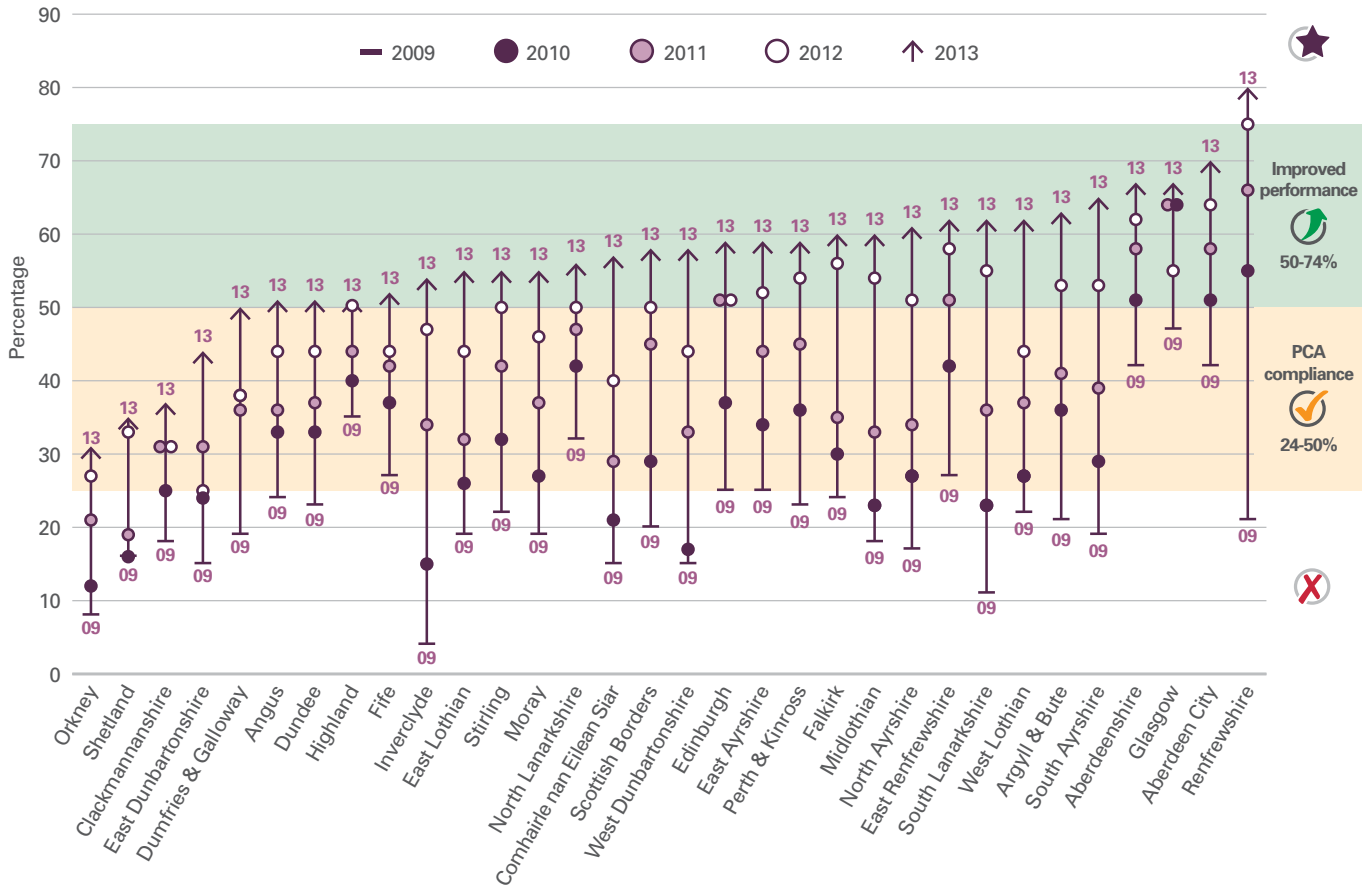
Larger councils perform better in the PCA, but smaller councils are catching up

76. Larger councils tend to score more highly in the PCA and there is a statistically significant correlation between PCA score and council size, (measured in terms of population or procurement spend). Some councils, such as Comhairle nan Eilean Siar and Renfrewshire, perform better than other councils of their size (Exhibit 7, page 32). (Exhibit 8, page 33) describes how these councils have invested in procurement and improved their performance. The strength of the link between council size and PCA scores has fallen since 2011, which indicates that smaller councils are catching up.

Exhibit 6

Changes in Procurement Capability Assessments 2009–13

Most councils have made improvements although their rate of progress varies significantly.

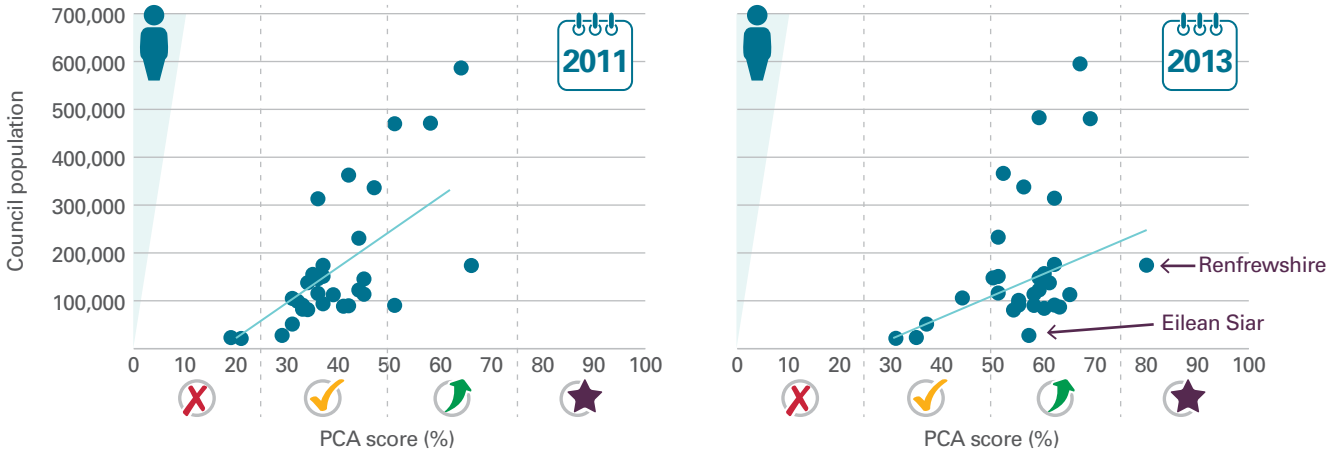


Note: Scotland Excel did not undertake the PCA in Dumfries and Galloway in 2010.
Source: Scotland Excel

Exhibit 7

Variation in PCA score against council size

Larger councils tend to score more highly in the PCA although the correlation between council size and PCA score is decreasing over time as smaller councils improve.



Source: Scotland Excel

Exhibit 8

Good practice examples of investing in staff to improve procurement performance

Renfrewshire Council

Renfrewshire is the highest-scoring council in the PCA. It attributes the improvement in its PCA score from 21 per cent in 2009 to 80 per cent in 2013 to the following factors:

- Visible and continuing support from the corporate management team and council members.
- The recruitment of a head of procurement with sufficient status within the organisation and leadership skills to develop the procurement function.
- Investment in qualified procurement staff over a period. This included:
  - In year 1 – three new procurement staff (in addition to the head of procurement).
  - In year 2 – seven new procurement staff, plus a change management team (consisting of three staff plus a project manager), plus some additional staff working within service teams.
  - Additional staff costs were £213,000 in year 1 and £300,000 in year 2.

A well-resourced procurement unit, which takes an active role in all areas of the council, can also significantly improve procurement performance. The council reported savings of £1.6 million in 2009/10, £6.9 million in 2010/11, £4.1 million in 2011/12 and £5.6 million in 2012/13.

Comhairle nan Eilean Siar

Comhairle nan Eilean Siar attributes the improvement in its PCA score from 15 per cent in 2009 to 57 per cent in 2013 to the following factors:

- Meetings between the senior stakeholders and Scotland Excel staff secured corporate commitment to improving procurement.
- A head of service to spend 50 per cent of time working in procurement, plus the refocusing of resources within the purchasing team to enable the establishment of a new procurement officer.
- The council established a procurement steering group consisting of three directors and three heads of service. This group approves all procurement strategies, specifications and contracts, and has raised the profile of procurement across the council.
- A procurement checklist for all contracts ensures that processes are followed and sets contract outcomes are set. This fosters a corporate approach to procurement and helps mitigate procurement risks.
- The council has a focus on bringing off-contract spend under contract and on reducing maverick spend.
- It has established a procurement training programme for managers, which 120 staff have completed to date.
- Investment in and the enforcement of the use of electronic procurement systems across the council.

Note: Maverick spend is where someone in the council purchases goods or services from a non-contracted supplier where the council already has a contract for those goods or services.

Source: Renfrewshire Council, Comhairle nan Eilean Siar

77. The impact of council size on the PCA depends on the area examined. Economies of scale appear most significant in purchasing systems and processes and defining the supply need, and least significant in the areas of people and commodity/project strategies and collaborative procurement.[26]

78. Collaborative contracts have helped smaller councils to benefit from economies of scale and bring down the cost of some goods and services. They have also helped reduce procurement teams' workloads. But councils still need to contribute to Scotland Excel user groups to ensure that contracts meet their needs.

79. Another way for councils to achieve economies of scale is through joint working. This helps smaller councils to achieve economies of scale and local collaboration. Apart from Scotland Excel there are two formal examples of joint working among Scottish councils:

- The Tayside Procurement Consortium was launched in November 2007 as a shared service for Angus, Dundee City and Perth & Kinross Councils, in association with Tayside Contracts, to develop joint procurement. It comprises a central procurement unit based in Dundee together with procurement teams within the partner authorities.

- Aberdeen City and Aberdeenshire councils operate a fully shared procurement service. This enables collaboration across the councils and ensures consistency, economies of scale, and the best use of resources.

Councils with more qualified staff tend to perform better in the PCA

80. In 2012/13, councils spent £14 million on central procurement staffing. This varies significantly from £56,000 in Clackmannanshire to £1.5 million in Glasgow. Staffing levels varied considerably among councils, both in terms of numbers of staff and staff per procurement spend. Councils with higher levels of Chartered Institute of Purchasing and Supply (CIPS) qualified staff relative to procurement expenditure tended to have higher overall PCA scores, although there are exceptions.[27]

81. The McClelland report identified a shortage of skilled purchasing staff in the Scottish public sector. Since then many councils have encouraged staff to undertake CIPS training. Currently there are 133 CIPS qualified staff and 67 trainees in Scottish councils. However, councils and Scotland Excel believe shortages of skilled purchasing staff remain, and that there is a limited pool of experienced purchasing staff in the public sector from which to draw. As the economy improves, there is a risk that councils will lose qualified staff to other public sector organisations and the private sector, where salaries are higher.

82. A council's ability to properly plan and manage procurement will depend on having enough qualified staff available to do the work, with even the smallest council requiring a team of staff. Above a minimum number, the staff required will increase depending on the scale and complexity of procurement spend. Significant investment in qualified staff has helped Renfrewshire Council to become the only council to achieve superior performance in the PCA and significant financial savings. Comhairle nan Eilean Siar, one of the smallest councils, has also achieved significant improvements (Exhibit 8, page 33).

Developing a council-wide approach to procuring particular goods and services can improve purchasing effectiveness

83. In addition to developing an overall strategy, it is also important that councils develop a strategy for purchasing in a particular service, for example social care or construction or for purchasing particular commodities used across the council, for example vehicles. Such strategies can lead to more consistent and better coordinated purchasing across the council. PCA evidence indicates that less than a third of councils perform well in this area with strategies accounting for:

- less than 50 per cent of procurement spend in nine councils
- 50–70 per cent of spend in 12 councils
- over 70 per cent of spend in five councils (Argyll & Bute, East Renfrewshire, North Ayrshire, North Lanarkshire and West Lothian)
- over 90 per cent of spend in five councils (East Lothian, Falkirk, Midlothian, Renfrewshire and Scottish Borders).

84. In some councils, the central procurement team is responsible for all procurement activity. In others, service departments, particularly social work and construction, have considerable autonomy. To ensure a consistent approach and minimise risk, it is important that the central procurement team has an influence over all council spend. For example, in Renfrewshire Council category managers are physically located in services. Working together in this manner ensures that services have access to both procurement and service-specific expertise and can improve service quality and reduce costs. Some councils also have special arrangements to ensure scrutiny of high-risk, high-value contracts (Exhibit 9).

Exhibit 9

Good practice example of taking a corporate approach to ensure contract quality

South Lanarkshire – arrangements for managing high-risk, high-value contracts

South Lanarkshire council uses a risk-scoring matrix to identify high-risk contracts. Procurement staff examine and score every contract based on the financial, reputational, service delivery and compliance risks, the complexity of what they are purchasing and the complexity of the procurement process. Procurement managers score each aspect of the contract on a scale of one to three, with definitions available for each score.

Where necessary, senior managers establish independent scrutiny groups to assess procurements classified as high-risk. These groups consist of a range of officers representing departments of the council, and procurement, legal services, finance and audit. They sign off each stage of the procurement (business case and options, specification and evaluation and the award process) and present their findings to the Corporate management team of the council.

Source: South Lanarkshire Council

Councils have increased the proportion of spend covered by contracts

85. It is good procurement practice to obtain goods and services through contracts. Contracts give councils a clear understanding of what they are buying and at what price. Councils can use contract registers to aggregate spending for particular goods or services across the whole council (or public sector) to bring about economies of scale and ensure value for money.[28]

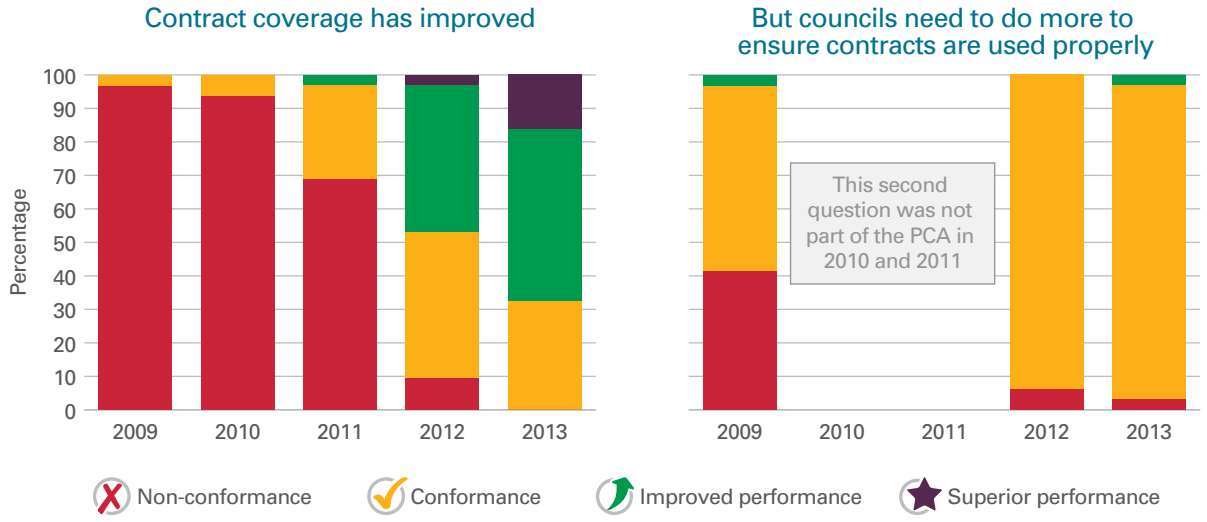
86. To reduce inefficient spending, council staff need to know which contracts to use to buy goods and services. The procurement team can play an important role in ensuring that staff are able to do this and to monitor spending to ensure it is in line with council policy and meets service requirements.

87. The councils we assessed in our fieldwork made good use of contract registers to identify areas for improvement, for example to identify regular off-contract spend. They used the registers to plan contracts coming up for renewal or retendering within a certain period. The 25 who could supply information in our survey reported that their total off-contract spend was about £704 million.

88. We asked councils to provide us with details of their three highest value areas of off-contract spend. Most of this spending (totalling £194 million) was in social work (60 per cent), land and environment (4 per cent), education (5 per cent) and roads (4 per cent).

89. The PCA covers how councils manage off-contract spend and control of maverick spend (spend outside of approved contracts) (Exhibit 10). Most councils have improved their contract coverage since 2009 – over half of councils are in the improved performance category (over 70 per cent of spend is covered by strategies) or superior performance category (over 70 per cent of spend is covered by contracts). Most councils still need to do more to ensure staff use contracted suppliers. Almost all councils are still in the conformance category and no councils are in the superior performance category.[29]

Exhibit 10
PCA scores for contract coverage and ensuring councils use contracts properly



Surce: Scotland Excel

Councils are using IT to reduce the risk of fraud and error and improve performance information, but there is scope for improvement

90. Before the McClelland report, procurement and purchasing systems were seen as separate functions from finance and accounting. ICT systems reflected this split. The absence of joined-up processes and detailed council-wide reporting of procurement spending meant that there was little opportunity to generate efficiencies. Councils can now generate significant procurement efficiencies by implementing integrated 'purchase to pay' systems (P2P) (Exhibit 11).

Exhibit 11
Advantages of 'purchase to pay' systems
'Purchase to pay' systems bring about significant efficiencies and reduce risks.

Advantages of 'purchase to pay' systems (P2P)
P2P is the process that covers requesting, purchasing, receiving, paying and accounting for goods and services. It is often associated with the technology that supports it, such as e-procurement.

P2P helps councils manage procurement more effectively:

- End-to-end automated processes reduce costs and the risks of fraud and error.
- They bring about a council-wide view of the goods and services provided by each supplier allowing a council to manage more effectively supplier relationships.
- They allow procurement staff to look at spending across the whole council, allowing them to monitor compliance with contract processes and adherence to council policies.
- They create opportunities for closer collaboration with suppliers on initiatives such as demand planning and forecasting.

Source: Audit Scotland

91. Our survey gathered information about the number and value of invoices processed through councils' paper and computerised payment systems. Seventeen councils used some paper-based procurement systems and one council, Clackmannanshire, used exclusively paper systems. Overall we found that:

- there were 322,523 transactions through paper-based systems (7.5 per cent) and four million electronic transactions (92.5 per cent)
- £544 million (9 per cent) of spending was through paper systems and £5.5 billion (91 per cent) through electronic systems
- 57 per cent of councils' electronic purchasing systems were fully P2P compliant

- of the transactions through electronic systems, £4.1 billion (75 per cent) of spending was through P2P-compliant systems and £1.4 billion was through non-compliant systems.[30]

92. Councils tended to use more than one system to manage procurement, with an average of three procurement systems in each council. Councils commonly have separate purchasing systems in roads, construction and social work, although this is not always the case. Some systems provide additional functions such as care planning packages. Having multiple systems does not prevent councils achieving efficiencies, providing their systems can operate effectively together. However, this is not always the case and separate systems create inefficiencies in some councils, for example when records have to be reconciled using spreadsheets.

Savings of £9 million are possible by replacing paper-based systems with P2P compliant systems

93. Scottish Government guidance suggests that invoices processed through P2P systems offer a saving of £28 per invoice compared to paper systems, and £9 compared to on-line ordering with a procurement card. We estimate that savings of £9 million are possible by replacing paper-based systems with P2P-compliant systems. Councils could make further savings if all spending was through P2P-compliant systems. IT systems can also make better performance measurement possible by providing reporting systems and the ability to analyse spending data.[31]

Detected procurement fraud is low but it remains a high-risk area

94. Procurement fraud is any fraud relating to the purchasing of goods and services and can happen before and after a contract award. Examples include price fixing and bid rigging, false or duplicate invoicing, altered payment details and diverted payments and the delivery of inferior products. Detected procurement fraud in Scottish Councils averaged about £200,000 a year over the last three years, less than 0.1 per cent of procurement spend. Examples include fictitious creditors and nurseries claiming for children who have left.

95. Procurement fraud is difficult to detect and measure. Research by the National Fraud Authority and the CIPS among procurement professionals from the private, public and voluntary sectors found that:

- 9.3 per cent confirmed that their organisation had suffered at least one procurement fraud in the last year
- 41 per cent stated 'procurement fraud poses a significant risk to my organisation'
- 41 per cent said that spend on construction is at greatest risk from procurement fraud
- only 29 per cent said their organisation had ever undertaken a fraud risk measurement exercise.[32]

96. The survey also found that a perceived lack of accountability and controls enables procurement fraud, and that more visible auditing and fraud awareness could prevent this. Only seven councils asked staff to complete a register of interest statement and only two (Eilean Siar and Midlothian) asked all staff involved in purchasing to complete a statement.

97. The PCA presents a mixed picture of the controls that councils use to minimise fraud risk. It found that most councils had good internal controls and delegation arrangements, backed up by regular internal audit and reporting to the audit committee. Arrangements for managing supply risk and controlling maverick spend were poor.

Most councils have good governance arrangements but there is room for improvement in performance measurement

98. It is important that councils' senior managers and elected members oversee procurement decisions and have clear and accurate information about procurement performance. The councils we visited monitored procurement performance and reported procurement activity, including spend and savings. Member approval was required for all contracts over a certain predetermined limit.

99. In our fieldwork we found various committee structures in place to oversee procurement, with one council (Renfrewshire) having a dedicated procurement subcommittee. The level of detail presented to members about tendering processes and contract selection varied among councils.

100. All of the councils we visited reported their PCA scores to committee and all said that this improved the focus on improving procurement. However, the level of council members' knowledge of procurement varied. Given the importance of procurement in terms of financial, service performance and reputational risk, it is important that council members have a good knowledge of procurement rules and their role in the procurement process.

101. The PCA section on leadership and governance had the third-highest average section score in 2013; but councils scored less well on performance measurement. The PCA results showed the following:

- Most councils have defined performance measures but focus largely on financial benefits, with less systematic reporting of performance against other objectives such as community benefits.
- Most councils monitor procurement outcomes on a contract-by-contract basis, but without an overall picture of performance.

102. Better performance measurement would enable councils to improve the transparency of their reporting to committee and improve governance.

Recommendations

Councils and Scotland Excel should:

- review and formalise arrangements to fund procurement reform activity beyond 2016.

Council staff involved in procurement should:

- aim to achieve the superior performance level in the PCA, particularly in relation to:
  - spend covered by agreed commodity/project strategies
  - participation in Scotland Excel contracts
  - automation of procurement and payment processes
  - spend captured in the council's contract register

- develop a systematic approach to collecting information on non-financial benefits including economic, community and environmental benefits and report the benefits to the relevant council committee on a regular basis.

Councils' corporate management teams should:

- benchmark their procurement staffing against similar-sized councils with higher PCA scores and, where appropriate, produce a business case for employing additional qualified procurement staff where they have low staffing levels

- examine the benefits of joint working or joint procurement teams as a way of securing economies of scale and creating collaborative contracts

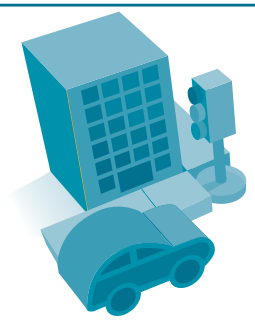
- phase out paper purchasing systems and consider the business case for moving all purchasing systems to an electronic 'purchase to pay' basis

- raise staff awareness of accountability and controls by:
  - implementing a written code of ethics
  - requiring staff involved in procurement to complete a register of interest statement
  - require internal audit to conduct a regular assessment of procurement risk, including the risk of fraud.

Councils should:

- encourage elected members sitting on the main committee(s) dealing with procurement to complete specific training to help them undertake their governance role more effectively.

Endnotes



1 Spikes Cavell Analytic Ltd operate the Hub; users know it as the Spikes Cavell database.

2 SMEs are businesses with fewer than 250 employees.

3 The sectors are central government; universities and colleges; the NHS; and local government.

4 *Review of Scottish public sector procurement in construction,* Scottish Government, October 2013.

5 A framework is an agreement with suppliers to establish the terms that will govern contracts that may be awarded during the life of the agreement. The framework does not have to be a contract. However, where it is a contract it is treated like any other contract, and the EU procurement rules apply.

6 Each joint venture company is referred to as a 'hubCo' – these are not related to the Scottish Procurement Information Hub, mentioned elsewhere in this report.

7 For the purposes of this audit, we have focused on core trade spend. This is spend with suppliers with whom over £1,000 has been spent in a 12-month period, that have also been classed as a trading organisation or as a non-trade social care provider.

8 *Arm's-length external organisations (ALEOs): are you getting it right* (PDF) Audit Scotland, June 2011.

9 Glasgow City Council spend includes ALEO procurement spend.

10 In the Efficient Government Initiative, the Scottish Government expects every public body to deliver efficiency savings of at least three per cent per annum during the course of the current Spending Review (2011/12 to 2014/15) and to report publicly on the actions undertaken and the results achieved.

11 *Scottish Publicly Funded Sectors: Procurement Benefits Reporting Guidance*, Scottish Government, November 2012.

12 *The Scottish Sustainable Procurement Action Plan for Scotland*, Scottish Government, October 2009.

13 *Local Procurement: Making the most of small businesses, one year on*: *Scotland Report*, Centre for Local Economic Strategies, July 2013.

14 *Local procurement – Making the most of small businesses*, Federation of Small Businesses, July 2012.

15 Shetland Islands Council have not been trained to use PCS tender and Shetland Islands Council and East Dunbartonshire Council have not used the PCS tender site.

16 Off contract spend is procurement spending with suppliers that is not covered by a contract. The figure quoted is from 21 councils.

17 Council spending and Tayside contracts.

18 *Three Year Business Plan 2012-15*, Scotland Excel, February 2012.

19 The January 2015 date for the adult supported living contract is under review.

20 Not all councils could provide local collaborative savings data. The figure quoted is from 13 councils.

21 Not all councils could provide local savings data. The figure quoted is from 24 councils.

22 A framework is an agreement with suppliers to establish the terms that will govern contracts that may be awarded during the life of the agreement. The framework does not have to be a contract. However, where it is a contract it is treated like any other contract, and the EU procurement rules apply.

23 All the councils we visited based their procurement documentation on the 'procurement journey', a complete set of documentation compiled by the Scottish Government and available on its website.

24 We made a number of assumptions in calculating these savings. Only total spend was analysed. We could not determine from the available data the individual contracts that each council used or the level of spend attributable to each contract. We calculated the estimated savings from councils using all available contracts by using estimated total spend and savings to calculate a 'savings rate' per council and applying this to actual spend. This was then pro-rated to the number of contracts each council used and adjusted upwards. This method does not take into account the contracts that each council currently uses or variation of demand from each council.

25 *The Audit of Best Value and Community Planning, The City of Edinburgh Council* (PDF) Audit Scotland, May 2013.

26 There were statistically significant correlations between council population and purchasing systems and processes scores (r^2 = 0.40) and defining the supply need (r^2 = 0.42). Scores in the areas of people (r^2 = 0.08) and commodity/ project strategies and collaborative procurement (r^2 = -0.5) were not statistically significant. The strength of the correlation between council population and overall PCA score fell between 2011 and 2013 (from r^2 = 0.65 to 0.38).

27 There was a statistically significant correlation between CIPS qualified staffing levels and PCA score (r^2 = 0.36).

28 A contract register will usually include the contract name, supplier name, contract start and end dates, total value, annual value, basic savings data, the level of contract management required, contract manager and procurement route (ie, whether it is a national, Scotland Excel or local contract).

29 We have based the exhibit on PCA questions: '5.2 Does the organisation have a clear understanding of its contract coverage?' and '5.1 How does the organisation ensure that contracts are being used?'.

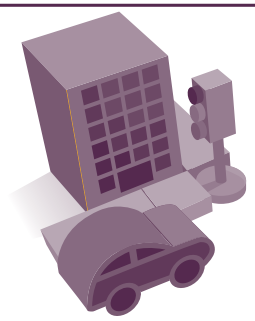
30 The total value of invoices is greater than the £5.4 billion included in Exhibit 1 for several reasons: Hub core trade spend excludes annual spend of less than £1,000 with an individual supplier, payments to individuals, grants to organisations and some ALEO spend. In addition Edinburgh City Council's Hub return excluded over £300 million of relevant data.

31 *Scottish Publicly Funded Sectors, Procurement Benefits Reporting Guidance,* Scottish Government 2012.

32 *Annual Fraud Indicator,* National Fraud Authority, March 2012.

Appendix 1

Audit approach



The audit looked at the performance of councils and Scotland Excel. It did not examine procurement by any arm's-length bodies set up by councils to provide services. We did not evaluate activities outside local government such as the operation of Public Contracts Scotland or the wider work of the Public Procurement Reform Board.

Methodology

We used a range of approaches to address the aim and objectives of the audit, including document reviews, data analysis and interviews. The audit had three main components:

- **Desk research** – we reviewed a range of relevant written material on procurement, including council strategies and budgets, spending analysis, savings estimates and reports. We also looked at examples of good procurement practice by councils and reports on procurement by other audit agencies such as the National Audit Office.

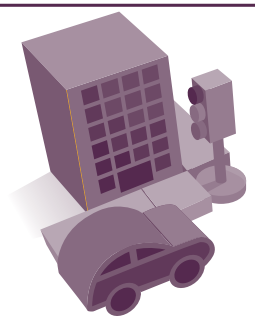
- **Data analysis and surveys** – we analysed information on procurement spending including data from the Scottish Procurement Information Hub.[1] We analysed PCA results to show councils' progress in improving their procurement processes. We surveyed all 32 councils to collect information about procurement, including:
  - policies
  - staff numbers
  - consulting service users
  - spending data, including savings generated by improved procurement
  - use of information technology to streamline procurement processes.

- **Interviews with relevant public bodies and stakeholders** – we visited six councils (Aberdeenshire, Dundee City, Eilean Siar, Fife, Renfrewshire and South Lanarkshire) to look at how they manage procurement and collect qualitative information. We selected the sample so that it included large, small, urban and rural councils and reflected different levels of procurement capability. We also interviewed representatives from organisations including the Scottish Government and Scotland Excel. We also spoke to private sector organisations such as the Scottish Chambers of Commerce and the Federation of Small Businesses and third sector organisations such as the Scottish Council for Voluntary Organisations. We did this to seek their views on the effect of public sector procurement practice on local economies, including small to medium enterprises.

1 Also known as the Spikes Cavell database. This provides extensive spending, supplier and contract data for public sector procurement in Scotland. The database draws on spending information provided by about 200 public bodies and the Scottish Government pays for its operation centrally. The database also provides a range of useful tools to enable users to analyse their own spending and spending across the public sector.

Appendix 2

Membership of the project advisory group



Audit Scotland would like to thank members of the advisory group for their input and advice throughout the audit.

Member	Position
Liz Cameron	Chief Executive, Scottish Chambers of Commerce
Dorothy Cowie	Director, Scotland Excel
John Downie	Director of Public Affairs, Scottish Council for Voluntary Organisations
Ian Howie	Deputy Director, Scottish Government procurement team
Ian Lorimer	Head of Finance, Angus Council
David Martin	Chief Executive, Renfrewshire Council
Angela Salmons	Corporate Procurement Manager, West Dunbartonshire Council
Julie Welsh	Head of Procurement and Business Support, Renfrewshire Council

Note: Members of the advisory group sat in an advisory capacity only. The content and conclusions of this report are the sole responsibility of Audit Scotland.

Procurement in councils

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AGENDA ITEM 6

FALKIRK COUNCIL

Subject: **ATTAINMENT OF LOOKED-AFTER AND VULNERABLE CHILDREN**
Meeting: **SCRUTINY COMMITTEE**
Date: **1 DECEMBER 2014**
Author: **DIRECTOR OF EDUCATION**

1. INTRODUCTION

1.1 This paper reports on the attainment on Looked-After Children attending Falkirk schools. The data shown does not include the results of the 2014 exam diet so does not take account of any of the new qualifications introduced through Curriculum for Excellence.

1.2 Every child and young person has the right to fulfil his or her potential. This is at the heart of both GIRFEC and Curriculum for Excellence.

1.3 Improving attainment and achievement go hand in hand and mean improving life chances and enabling all our young people to progress and develop the skills, ambition and know how to enable them to fulfil their potential.

1.4 The term 'achievement' is used broadly in the *Getting it Right* approach. Here it is rooted in the concept of children's rights, particularly the right of every child to fulfil his or her potential.

1.5 Achievement is also about accomplishing or finishing something successfully through effort, skill, perseverance and practice. This can apply to many aspects of life and not just education. It applies to sporting achievement, art, music, drama and dance, hobbies, leisure activities and other interests. Curriculum for Excellence recognises that attainment is an individual's passport to personal, social, cultural and economic opportunities and is designed to raise standards and attainment levels through excellence in learning and teaching.

1.6 Curriculum for Excellence sees the introduction of a new on-line analysis tool for schools and local authorities ('Insight') which is designed to analyse and compare the performance of pupils in the senior phase. This new analysis tool will allow local authorities to access performance information for vulnerable groups other than Looked-After Children across a broader range of achievements and attainment.

2. CONTEXT

2.1 The local and national data, in conjunction with current research supports the assertion that being Looked-After has an impact on a child or young person's ability to engage with learning positively and to achieve outcomes similar to their peers.

2.2 Many Looked after Children have become looked after due to experiences of disadvantage, often from conception. This will often be related to their parents' own experience of disadvantage, for example as a result of drug or alcohol misuse, maternal health issues, poor nutrition, or inadequate housing, or indeed their own experience of poor parenting. This impacts on a child or young person's readiness to learn.

2.3 Children are only ready to learn when they are emotionally stable, with secure attachments to key care givers, are free of threat and risk and attend school on a regular and consistent basis, and are supported by key role models who value education and actively support learning.

2.4 Due to their life experiences, it is not reasonable to expect 16-year-old looked-after children, especially those who have been Looked-After for long periods, to be in the same place at 16 as other children are. We know from experience that many looked-after children will go on to achieve things after they leave school. It is worth bearing this in mind when reviewing the data, and avoid using the arbitrary age of 16 as the time to measure the success or otherwise of how Looked-After Children are doing in the education system. Looked-After Children, by their very nature have had challenging and often traumatic life experience, which will have significantly impacted on their learning journey.

2.5 All schools within Falkirk Council provide individualised educational packages of support tailored to the learning needs of each child or young person. Our secondary schools also provide an alternative pathway for Looked-After Children, providing learning experiences geared to developing their skills for learning, life and work. They utilise a range of alternative accreditation frameworks such as:

- Duke of Edinburgh Awards
- Crest
- Saltire
- ASDAN
- Food Handling and Hygiene (REHIS)
- First Aid

These programmes contribute towards the pupils' positive learning experiences and learning journeys, but do not count towards the pupils' tariff score. Their achievements are recorded in their pupil profiles and are recognised by colleges, training providers and employers.

2.6 Due to the small numbers of young people being presented year on year from Falkirk Schools, their performance is susceptible to significant variation in their SQA tariff scores. Only 17 young people were Looked-After at home and 23 Looked-After away from home in relation to the data collated for this report of S4 attainment. In addition young people residing outwith the council and attending residential school are not included in the data sets analysed as their SQA results are not recorded on SEEMIS. This is due to SEEMIS not being available to independent residential schools or establishments.

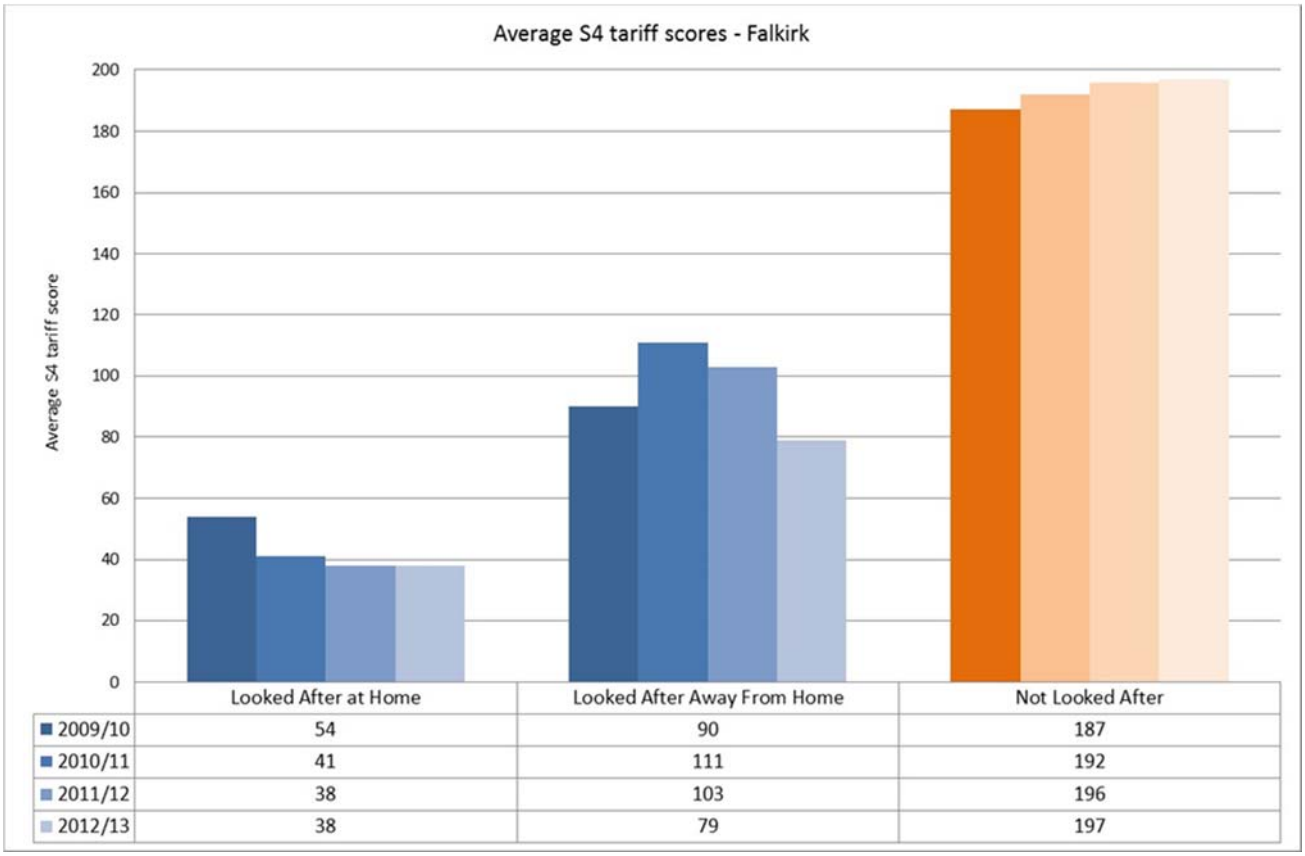
2.7 Two main measures have been chosen as key indicators of attainment and achievement for Looked After Children:

- S4 Tariff Scores
- School Leaver Destination

3. S4 TARIFF SCORES

3.1 One means of measuring attainment is by looking at Tariff Scores in S4. The tariff score of a pupil is calculated by allocating a score to each level of qualification and award, using the Unified Points Score scale, and adding together all the tariff points accumulated from all the different course levels and awards the pupil attains.

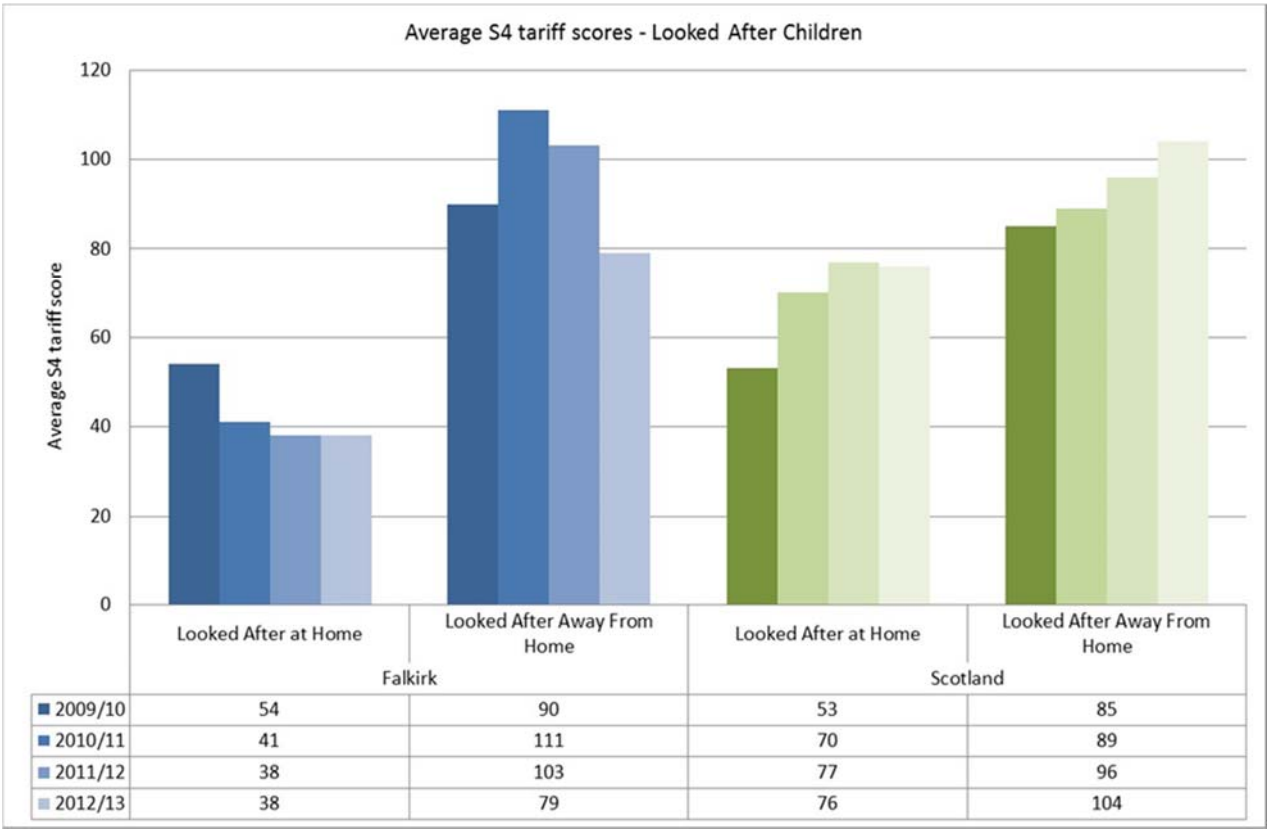
3.2 The chart below shows how the average SQA tariff score for Falkirk's Looked-After Children by the end of S4 compares with the rest of the Falkirk pupil population. Figures can vary year on year due to the relatively small number of pupils involved.



	Looked After at Home	Looked After Away From Home	Not Looked After
2009/10	54	90	187
2010/11	41	111	192
2011/12	38	103	196
2012/13	38	79	197

3.3 The table highlights the difference in performance between Looked-After and Non-Looked-After Children in relation to their tariff score across Falkirk. The measure of tariff score, does not enable the children and young people with an alternative educational journey to have their attainment and achievement fully captured. The data only accounts for programmes which are from the Scottish Qualifications Authority and carry SCQF points. As explained previously, our schools are utilising a wide variety of alternative programmes and certification pathways to provide individualised routes for their vulnerable Looked-After Children which will be captured via 'INSIGHT' tracking tool. Insight will enable schools to record wider achievement for all children and young people on its release shortly.

3.4 The chart below shows how the S4 tariff scores of Falkirk's Looked-After Children compares with the Scottish average.

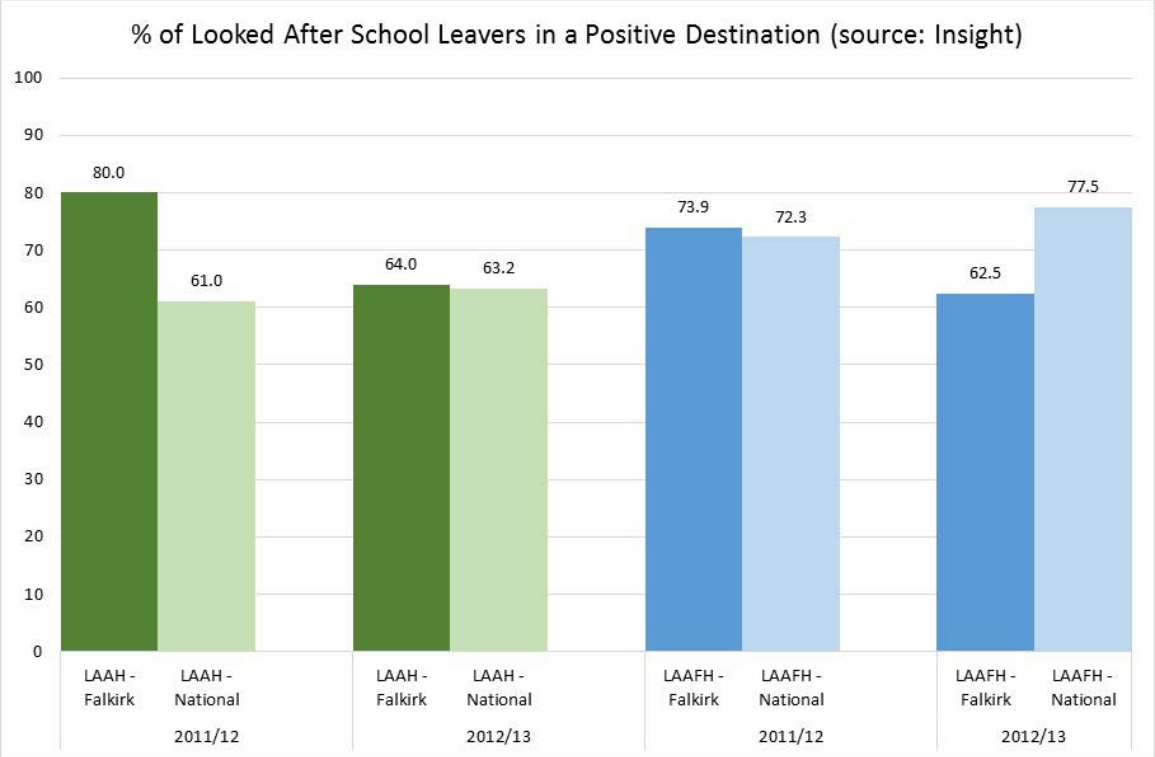


	Falkirk		Scotland	
	Looked After at Home	Looked After Away From Home	Looked After at Home	Looked After Away From Home
2009/10	54	90	53	85
2010/11	41	111	70	89
2011/12	38	103	77	96
2012/13	38	79	76	104

3.5 The table highlights the difference in performance between Looked-After and Non-Looked-After Children in relation to their tariff score across Scotland. The measure of tariff score, does not enable the children and young people's alternative educational journey to be fully captured. The data only accounts for those programmes which are from the Scottish Qualifications Authority and carry SCQF points. As explained above, our schools are utilising a wide variety of alternative programmes and certification pathways to provide individualised routes for their vulnerable Looked-After Children which will be captured via 'INSIGHT'.

3.6 In addition, our Looked-After Away from Home children and young people attending residential schools and establishments do not have their attainment and achievements captured by Education Scotland and therefore does not feature in this report. This is due to the independent schools not having access to SEEMIS (the national educational data base).

4. SCHOOL LEAVER DESTINATIONS



Falkirk Council LAC Population (by year and sub group):

LAAH 2011/12	LAAH 2011/12	LAAFH 2012/13	LAAFH 2012/13
20	**23**	**23**	**16**

The data illustrates the volatility faced by Falkirk Council in relation to our Looked After Population. Due to the extremely small sample size, within an unpredictable group, we cannot utilise trend analysis year on year to provide any meaningful insight. However we can see that our destinations for our young people are broadly positive.

It is predicted that the work of the 16+ Transitions Group will contribute to an ongoing improving position for our young people, as they move on from formal education into further education, training or work. This will be due to the individualised nature of the work, focusing on young people Looked After Away from Home. This only began this year and will be reflected in future data sets.

5. ACTION WITHIN THE AUTHORITY

Education Services is operating a range of strategies and developments to support and improve the educational performance of Looked-After Children. These include:

5.1 National

- Education Services have a representative on the National working group to refresh Included, Engaged and Involved Part 2 – a positive approach to managing school exclusion. Attendance at school remains a key indicator of a child or young person's attainment and achievement.

5.2 **Authority**

- Education is currently taking an active role as part of the Corporate Parenting Operational Resource Group, to coordinate and monitor the impact of projects and implementation of strategies to support Looked-After children in conjunction with other services.

- The service has revised Circular 36, Joint Policy for Looked After Children between Education Services and Social Work Services.

- Education Services is developing the Looked-After Children's Scrutiny Group. This group is being established to monitor and review current procedures in relation to the attendance, exclusion and attainment of Looked-After Children. It will then offer enhanced support and challenge to educational establishments with the goal of improving the outcomes for our Looked-After Children.

- Establishment Heads across education received further awareness raising training in June focusing on Looked-After Children - Corporate Parenting and the impact education can have in promoting positive outcomes. This was delivered in conjunction with 'Who Cares Scotland' to highlight schools' responsibilities in the support of Looked-After Children. Care leavers told their stories of both positive and negative educational experiences and the consequences these had on their life choices and outcomes.

- Each educational establishment has an identified senior member of staff to maintain an overview of Looked-After children's progress and take responsibility for ensuring that appropriate measures are in place for supporting the children's education.

- Schools continue to be involved in developing the recognition of wider achievement in Curriculum for Excellence, through P7-S3 profiles.

5.3 **Early Years**

- As part of the implementation of the national Psychology of Parenting Programme (PoPP) Falkirk Council is currently working with partners across the child care sector to implement Promoting, Positive Parenting (Triple P) and Incredible Years Programmes to families across the council with the goal of building family capacity. This will support families at risk to develop the approaches and skills to work towards creating a more stable home environment. This is part of the Council's wider Parenting Strategy and sits alongside a variety of other universal and targeted services and approaches designed to support positive parenting.

5.4 **Primary School**

- The Education Service is currently involved in piloting a staged intervention approach to low attainment in literacy in upper primary, involving the building of family capacity in areas of relative deprivation. The impact of this intervention will filter its way through to further improved achievement and attainment for all our children and young people, but particularly in relation to our Looked-After Children.

- A pilot project has established Nurture rooms within 5 primary schools. In addition a number of other primaries are implementing Nurturing principles or Nurture Corners across their school. Two secondary schools are currently developing Nurture for secondary aged pupils. All projects are geared to support pupils in the development of pro-social skills and build self-esteem. Research has shown that this will have a positive impact on attendance, engagement and attainment.

5.5 **Secondary School**

- All of our secondary schools are offering a range of alternative learning pathways for Looked-After Children to enable then to engage with learning and achieve. Their goal is to enable their young people to continue to develop beyond school and remain engaged in lifelong learning. For example: Step Forward Programme at Falkirk High School.

- Secondary schools are currently identifying young people to participate in a project within Falkirk to support 12-16 young people aged 15-16 who would benefit from an alternative, skills based vocational programme. These young people will have been identified as being at risk of disengaging or have already disengaged from school and require alternative skills based support to successfully move into a positive and sustainable destination. Priority placement will be given to those young people who meet the criteria and are also Looked After.

- ScotXed are in the process of releasing an up dated monitoring and tracking tool 'INSIGHT', which will enable schools and authorities to analyse, compare and improve the performance of pupils in the senior phase. This tool goes beyond the Scottish Qualifications Authority attainment data and will enable wider achievement to be recognised and reported. This will enable schools to provide more accurate data on the educational attainment and achievement of the children and young people. The data from 'INSIGHT' will be reported to Elected Members in due course.

- This session has seen the start of the 16+ School Transitions Group taking place within each secondary school at key points in the session. This group is made up from members of the Local Employability Partnership's Youth Transition workstream and includes members from the school, Employment and Training Unit, Skills Development Scotland, Community Learning and Development, Forth Valley College and the Opportunities for All Coordinator.

  The group meet to discuss all those young people that are approaching their indicated leaving date and are deemed as being at risk of not progressing to a positive destination. By discussing these pupils in advance of their leaving date it has been possible to improve the choices for these pupils by:

  - Giving opportunities to visit Forth Valley College before interviews.
  - Setting up pre-activity agreements for those showing real disengagement from education.
  - Assessing core skills of those pupils who may consider taking up a training opportunity with the local Employment and Training Unit.
  - Sharing the qualifications and barriers to learning with key partners to make sure the correct support measures are in place.

As part of this process all pupils who have been identified as being "Looked After" are included in all school/group communications regardless of whether or not they are at risk of not entering a positive destination. It is hoped that this "belts and braces" approach will improve both the knowledge and more importantly the employability prospects of this particularly vulnerable group.

- Along with the 16+ School Transitions Group, a separate group has been set up to meet to discuss those young people that are "Looked After Away From Home" to make sure that appropriate provisions as outlined above are in place for this group. The professionals on this group are similar to those with the schools groups with the addition of increased social work input and other appropriate professionals such as Barnardo's, Cluaran and NHS.

6. CONCLUSION

6.1 Falkirk Council has a continually developing and improving educational environment with a clear focus on improving outcomes for our Looked-After Children. Our schools are supporting this group of learners by utilising a range of creative and innovative programmes, designed around the needs of the individual child or young person. Schools are fully aware of the negative impact of the social and domestic factors play in educational attainment, achievement and positive destinations and have responded to this by developing a wider range of accredited or certificated programmes and learning experiences. Many of these are, as yet, not accounted for in the national data. The data is misleading in respect to the picture painted by the tariff scores alone. Our children and young people are progressing beyond schools into positive and sustained destinations and are benefitting from the learning experience gained beyond school as they continue their lifelong learning journey.

6.2 We have established a range of mechanisms to track and monitor the educational progress of all our children and young people and are utilising this data to more closely monitor and support our Looked-After population. In additional there are a wide range of supports and strategies being developed to further improve the educational outcomes for Looked-After Children and close the gap on Non-Looked-After Children's attainment and achievement.

7. RECOMMENDATION

7.1 The Committee notes the current performance of Looked-After children attending Falkirk Schools.

7.2 The Committee endorses the current developments which seek to tailor courses and programmes to provide the best accredited opportunities for our children and young people within Falkirk Council.

.....
Joint Acting Director of Education

Date: 19 November 2014

Contact Officer: David Mackay, Service Manager Ext 6638.

LIST OF BACKGROUND PAPERS

NIL

AGENDA ITEM 7

FALKIRK COUNCIL

Subject: **MANAGING TALENT AND PROMOTING LEADERSHIP IN SCHOOLS**
Meeting: **SCRUTINY COMMITTEE**
Date: **1 DECEMBER 2014**
Author: **JOINT ACTING DIRECTOR OF EDUCATION**

1. PURPOSE OF THE REPORT

1.1 This report is the response to a request from the Scrutiny Committee to update elected members on issues relating to the appointment of senior managers in schools and Education Services' strategy for ensuring that schools are led and managed effectively.

2. STRATEGIC APPROACH

2.1 Recruiting the very best staff is key to ensuring that pupils in Falkirk Council schools have the best possible educational experience. There is a direct link between the quality of our teachers and school leaders and the attainment levels of our young people. The incremental rise in levels of attainment and achievement is evidence of the success of our recruitment and selection processes at all levels.

2.2 In order to maintain this progress, it is vital that we use a consistent approach to recruiting staff at all levels, who:

- demonstrate a commitment to delivering the best for our children and young people.
- have a range of skills, knowledge and qualities that will support them to deliver effectively.

2.3 Our work in developing and implementing an effective process for recruiting senior staff has been recognised nationally in Audit Scotland's report *School Education (June, 2014*). The extract below links the importance of quality leadership to improving pupils' attainment:

'Improving teacher quality:
Teaching Scotland's Future highlighted that improving the quality of teaching and leadership is central to improving attainment. Similarly, a 2007 review … found that those pupils placed with the highest-performing teachers progressed three times as fast as those with the lowest-performing teachers. Improving teacher quality depends on:

- being able to attract the best candidates
- providing high-quality teacher training
- offering adequate salaries to retain staff
- having effective career development and support.

Examples of improvement in this area include:

Falkirk Council has developed its recruitment process to test the specific competencies of each post and then find candidates who demonstrate the right skills and knowledge. For example, applicants for senior school leaders now take part in an assessment centre and applicants for classroom teachers have their teaching style formally observed and assessed in the classroom.'

3. MANAGING TALENT AND PROMOTING LEADERSHIP SKILLS

3.1 Across Scotland, local authorities have, in varying degrees, been experiencing difficulties in recruiting headteachers in the Primary sector, and especially in denominational primary schools.

3.2 In response to this concern, the Association of Directors of Education in Scotland (ADES) published a paper on the recruitment of Headteachers in Scotland in October, 2013. It makes a number of relevant points:

'More innovative and planned recruitment strategies should be deployed and there is a need to recognise that top jobs in a Council, which Headteacher vacancies are, require a profile that befits their importance for a community.'

'We must ensure that there are clear leadership pathways through the profession, locally and nationally, which are understood and recognised by those with aspirations for leadership roles in schools and communities.'

3.3 In Falkirk, we recognise the importance of growing and nurturing our own talent as well as attracting high quality applicants from outwith the council. We have a nationally recognised talent management structure which starts with newly qualified teachers and develops through promoted posts to Headteachers.

3.4 As an authority, we support the Scottish Qualification for Headship (SQH) and the Post Graduate Certificate in Middle Leadership programmes, both of which provide a balance of theory and practice in:

- leading and managing whole school improvement themes and projects in their school
- drawing on the ideas and experience of others through professional dialogue with their peers, coaches, mentors and tutors and through reading and accessing other sources of information and
- reflecting upon, analysing and evaluating their experience and their own leadership and management practice and applying what they have learned.

3.5 These follow an early leadership development programme 'To Lead or Not to Lead?', which offers class teachers the opportunity to explore a number of key issues relating to leadership and to consider the skills and qualities they currently have and need further to develop.

3.6 A key element of developing leadership skills is through undertaking acting roles within our schools and service. The opportunity to experience a senior leadership role is a valuable one, providing a context in which prospective leaders can further develop their knowledge and skills, while experiencing the challenges of a new role. In addition, Education Services will have a realistic view of leaders' skills and qualities, as well as considering their readiness for a more senior post.

- In Session 2013-14 and in the early part of session 2014-15, ten Depute Headteachers had the opportunity to take on an acting Headteacher role. Of those, seven had completed or were in the process of undertaking the SQH programme. The work undertaken during the programme provided knowledge of current educational research, to support the decision making process and increased their confidence level, particularly in making decisions relating to challenging issues.
- Thirteen Principal Teachers had the opportunity to take on the acting Depute Headteacher role. Of those 6 had completed or were in the process of undertaking the Middle Leadership and Management programme.

3.7 In addition, we provide a range of opportunities for Headteachers and Depute Headteachers, to further develop their knowledge and skills through programmes and activities within the council, in collaboration with other councils and at national level.

4. RECRUITMENT PROCESS

4.1 The robust process used to recruit high quality staff at all levels in Education Services establishes the degree to which candidates can:

- cope with challenges they will meet on the job
- demonstrate evidence of the skills and qualities required to deal with them.

4.2 The stages of the process are:

Stage 1: Initial leeting to match candidates against the person specification and select appropriate candidates for the next stage of the appointments process.

Stage 2: Tests the professional skills and qualities required for each post. The skills and qualities link closely to the professional standards published by the General Teaching Council, Scotland (GTCS).

POST	**Stage 2**
Headteacher	Assessment Centre
Depute Headteacher	Assessment Centre
Principal Teacher	Observation of classroom practice and candidates' self-evaluation related to this
Class Teacher	Observation of classroom practice and candidates' self-evaluation related to this

Stage 3 is the interview which tests the candidates' ability to present themselves, their knowledge and ability to reflect critically. These 'behavioural event interviews' explore people's past behaviours, which research shows is the best indicator of future behaviours.

4.3 The recruitment and selection process for schools involves the following people:

- **Elected Members** (for senior school leadership posts) as members of the interview panel that makes the final decision for the appointment.
- **Parents** (for senior school leadership posts) participate at each stage and form half of the interview panel that makes the final decision for the appointment.
- **Professional staff** as appropriate at all levels.
- **Pupils and School Staff** (for senior school leadership posts) who meet the candidates in the school setting and provide feedback to the Assessment Centre.

4.4 <u>Assessment Centres for School Leadership Posts</u>

Assessment Centres are a vital component of ensuring the quality of applicants for senior promoted posts. They focus on activities that are part and parcel of the daily duties of senior managers:

- Engaging with parents
- Engaging with staff
- Analysing data and information and planning strategically to address issues arising
- Presenting arguments and strategies and being challenged on their thinking.

The outcomes of the activities are summarised in a report which informs the final interview. The report is also used to enable effective feedback to all candidates who wish it.

4.5 Evaluation

All elements and stages of the process have been evaluated to inform ongoing improvement. Candidates who participated in Assessment Centres for Headteacher and Depute Headteacher posts were invited to evaluate their experience via an on-line questionnaire. Feedback was consistently positive, with 100% of candidates stating that:

- they were welcomed in a professional and supportive manner
- they were provided with sufficient material to support them in preparing for events
- they were treated fairly and with respect by all members of the assessment team
- the events provided an opportunity to demonstrate their knowledge and skills.

When asked if they were clear about the purpose and structure of the event, 89% candidates responded positively, seeing it as a development opportunity. It is worth noting that this feedback comes from both successful and unsuccessful candidates.

4.6 We are keen to continue to improve our processes and ensure that all candidates have a clear understanding of what they involve, to ensure equity and fairness for everyone. We are planning short information meetings for interested Council staff and are currently exploring the best way to include staff from outwith the council area in these meetings. We are also designing a short electronic tutorial that sets out the key steps in the process and the responsibilities of those involved. Candidates will be advised of the way in which this can be accessed via social media. In addition, the training provided for parents will be further enhanced.

5. CONCLUSION

5.1 The selection and recruitment of high quality teachers and school leaders at all levels is a vital component of delivering high quality learning for Falkirk's young people and in maintaining the steady improvement in attainment and achievement.

5.2 Falkirk Council has an effective and robust process for recruiting and selecting staff throughout the service.

5.3 Once staff have been appointed, programmes ensure that their professional development is supported in line with national standards and requirements.

6. RECOMMENDATION

6.1 That members note the report on recruitment, selection, leadership and talent management in Education Services and endorse the approach taken by the service.

.....
Joint Acting Director of Education

Date: 19 November 2014

Contact Officer: Nigel Fletcher, ext 6683.

LIST OF BACKGROUND PAPERS

NIL

APPENDIX 1

ACTING POSTS

School Leadership Acting Posts 2013-14

Acting Post	Held by
Acting Headteacher, Avonbridge and Drumbowie PS	Headteacher, Carronshore PS
Headteacher, Carronshore PS	Depute Headteacher, Carronshore PS
Acting Headteacher, Slamannan, Limerigg PS and Heathrigg NS	Headteacher, Kinnaird PS
Acting Headteacher, Kinnaird PS	Depute Headteacher, Kinnaird PS
Acting Headteacher, Grange and Blackness	Depute Headteacher, Grange PS
Acting Headteacher, Victoria PS	Headteacher, Carmuirs PS
Acting Headteacher, Carmuirs PS	Depute Headteacher, Carmuirs PS
Acting Headteacher, Larbert Village PS	Depute Headteacher, Larbert Village PS
Acting Headteacher, Wallacestone PS	Depute Headteacher, Wallacestone PS
Acting Headteacher, Maddiston PS	Depute Headteacher, Maddiston PS
Acting Headteacher, St. Francis RCPS	Depute Headteacher, St Andrew's RCPS

School Leadership Acting Posts 2014-15

Acting Post	Held by
Acting Headteacher, Grange and Blackness	Depute Headteacher, Grange PS
Acting Headteacher, Victoria PS	Depute Headteacher, Victoria PS
Acting Headteacher, Oxgang School	Depute Headteacher, Mariner Service

APPENDIX 2

Appointments - School Leadership Posts 2013-14

Post	Internal/External
Headteacher, Avonbridge/Drumbowie	Internal
Headteacher, Larbert Village PS	External
Headteacher, St. Francis RCPS	External
Headteacher, Slamannan, Limerigg, Heathrigg	Internal
Manager, Rannoch Nursery	Internal
Depute Headteacher, Bainsford PS	Internal
Depute Headteacher, Bo'ness Academy	Internal
Depute Headteacher, Kinneil	Internal
Depute Headteacher, St. Mungo's RCHS	External

Number of Applications	Number Progressed to Assessment Centre	Number Progressed to Final Interview	Number of Appointments
45	22	15	10

AGENDA ITEM 8

FALKIRK COUNCIL

Subject: **FOLLOWING THE PUBLIC POUND 2013/14 MONITORING REPORT - COMMUNITY DEVELOPMENT**
Meeting: **SCRUTINY COMMITTEE**
Date: **1 DECEMBER 2014**
Author: **JOINT ACTING DIRECTOR OF EDUCATION SERVICES**

1. INTRODUCTION AND PURPOSE OF PAPER

1.1 The purpose of this report is to update Members on the work of the external organisations who receive funding and who provide services in relation to community development within the Falkirk area and who fall within the Following the Public Pound reporting and monitoring arrangements. This report covers the reporting period 1 April 2013 to 31 March 2014.

1.2 It should be noted that organisations were previously reported by services, however, in order to provide Members with strategic context, organisations are now being reported by category as outlined to Members during April's Scrutiny Committee.

1.3 External organisations are often voluntary or charitable organisations who have been provided with funding on the basis that they are able to provide services which could not readily be provided within the council, services are however provided in a way that compliments those provided by the council and other statutory partners.

2. KEY AIMS OF COMMUNITY DEVELOPEMNT

Policy Context - National

2.1 The 4 key policy goals of the **'Community Learning and Development (Scotland) Regulations 2013'** are:-

- To ensure communities across Scotland - particularly those that are disadvantaged - have access to the CLD support they need.
- To strengthen co-ordination between the full range of CLD providers, ensuring that CPPs, local authorities and other providers of public services respond appropriately to the expectations set by the CLD Strategic Guidance.
- To reinforce the role of communities and learners in the assessment, planning and evaluation processes, enabling them to shape CLD provision.
- To make the role and contribution of CLD more visible.

2.2 The Regulations and recently published Guidance places Community Learning and Development as complementary to the public sector reform programme and the developing role of Community Planning. It does this through emphasising the importance of prioritising preventative measures, working to reduce inequality, targeting the underlying causes of inter-generational deprivation and low aspiration, and making the best use of resources to achieve maximum impact.

2.3 In addition to the above the Government have recently introduced **'The Community Empowerment (Scotland) Bill'** to Parliament in early Summer 2014.

2.4 Community Empowerment aims to support communities in being able to do things for themselves and to ensure that local people have their voices heard and can participate in the planning and delivery of local services.

2.5 The benefits of successful community empowerment and engagement would see:

- local democratic participation boosted
- increased confidence and skills among local people
- higher numbers of people volunteering in their communities
- more satisfaction with quality of life in a local neighbourhood
- the delivery of better, more responsive services and better outcomes for communities.

Policy Context – Local

2.6 By funding the local organisations, the Council is taking positive action to make sure that everyone has the chance to achieve the vision set out in Scotland's National Outcomes and Falkirk Single Outcome Agreement. The work agendas of the organisations are identified through local community audits and local community planning and, as such, they contribute to early interventions that prevent both potential harm to people and communities and the future demands on public services that might have resulted.

2.7 As mentioned earlier, the Community Learning and Development (CLD) Regulations (2013) place an obligation on the Council develop a 3 year Plan. The Plan will detail how the CLD sector within the Falkirk Council area intend to meet the CLD needs of individuals and communities residing within the Council area. Through funding the organisations, the Council is able to prioritise the promotion of socio-economic resilience and positive attitudes towards lifelong learning with individuals, families and communities.

2.8 The development of the Plan will act as catalyst for the important role that communities and learners have in shaping CLD provision. The local organisations provide a critical role in ensuring mutual development and equal partnerships with the Council in developing the Plan.

3. OVERVIEW OF FUNDED ORGANISATIONS WHICH CONTRIBUTE TO COMMUNITY DEVELOPMENT

3.1. The table below shows the external organisations that received council funding during 2013/2014 either in kind or by direct financial support in order to enable them to contribute the council's goal of increasing our efforts to tackle disadvantage and discrimination.

Name of Organisation	Funding
Denny Community Support Project Support group within Denny area.	**£29,536**
Dennyloanhead Community Project Support for Dennyloanhead Hall	£12,561 - direct grant £20,648 - income generated from let fees **£33,209**
The Powerstation Community facility in Whitecross	£10,620 - direct grant £ 3,500 - in kind support £31,000 - External Income/Grant Funding (Coalfield Regeneration) **£45,120** - Total
Workers Education Association	£49,635 - direct grant £ 8,000 - in kind support **£57,635** - Total
CVS – Falkirk & District	£113,748 - Core Support Funding £ 19,400 - Social Work funding for Community Health and Care Support **£133,148** Total
TOTAL OF FUNDING PROVIDED	**£298,648**

4. ASSESSMENT OF INDIVIDUAL ORGANISATIONS PERFORMANCE

4.1. An individual report is attached for all of the external organisations shown above. Each report provides an overview of the service provided, the agreed objectives or outcomes, performance information during the reporting period and a financial overview. It should be noted audited accounts for each of the organisations for 2013/14 will be required by the Monitoring Officers however some may not be currently available largely due to the timing of the annual general meetings of each organisation.

4.2. As part of the assessment process external organisations are allocated a risk rating based on governance arrangements, financial management and past performance. The ratings are low, medium or high and provide monitoring officers with an indication of the minimum level of monitoring and support which should be established. External organisations deemed as low risk are monitored at least annually, medium risk or external organisations should be monitored at least quarterly and high risk at least monthly. Monitoring is recommended to take the form of regular reports which measure performance against outcomes and/or objectives and provide financial monitoring information. Monitoring officers are also required to hold meetings with the external organisation throughout the year.

5. CONCLUSION

5.1. Members are invited to consider each organisations report and select from the following options for each external organisation:

a) Approve report and acknowledged progress by the external organisation in meeting council priorities

b) Request further information on specific aspects of the service provided.

c) Request action with follow-up for subsequent Scrutiny Committee consideration.

6. RECOMMENDATIONS

6.1 Members are asked to consider individual reports for external organisations and select an option from those presented at 5.1.

……..
Acting Joint Director of Education Services

Date: 19 November 2014

Contact Officer: Mark Meechan, ext 6692

LIST OF BACKGROUND PAPERS

NIL

APPENDIX 1

FALKIRK COUNCIL : EDUCATION SERVICES
FOLLOWING THE PUBLIC POUND : ANNUAL REPORTING STATEMENT 2013/14

Organisation Name: Denny Community Support Project	Project: CLD Project
Name of Lead Officer: Mark Meechan	Current Agreement Dates: 31 March 2015

A: OVERALL ORGANISATION AIMS

i. Summary of Key Aims & Objectives:

To improve the quality of life, health and well-being and opportunities available to residents with the area, in particular those residents at risk of disadvantage or exclusion.

ii. List of Agreed Outcomes:

- To provide a range of community learning and development activities to support the delivery of safer communities, reduce anti-social behaviour and promote learning and development opportunities for young people and adults including:
- To provide a range of positive opportunities for children and young people by providing children's groups, youth groups and opportunities to gain accreditation.
- To provide adult learning opportunities the promote progression to further learning, accreditation and/or involvement within the school and wider community.
- To promote and support volunteering locally.
- To provide community meeting space and local information point, including internet access.
- To raise awareness of the service with the local community.

iii. Why Service/Project is Funded Externally Rather than by the Council:

The Project has the specific asset base, capacity, skills, knowledge and expertise to effectively deliver on the agreed performance targets, whereas the Council does not.

B: ACTUAL PERFORMANCE V's OBJECTIVES / AGREED OUTCOMES

i. Summary of Key Achievements:

Denny Community Support Group (Denny Community Flat) provide and support a range of activities in the regeneration area of Denny. They also receive funding from the community safety which contributes to their youth work and playscheme provision. Currently the Community Flat provide the following groups and opportunities:

- **Youth groups** (Junior, Senior & Consultation Group)
  343 young people participated in youth provision this year, with 12 young people gaining significant accredited awards

- **Playschemes**
  Last year 179 young people participated in playschemes operated by Denny Community Flat, which is nearly double the number in the previous year.

- **Family Day**
  110 individuals participated in Family Activities including the Family Day Trip this year.

- **Adult Learning & Support Groups**
  The flat provides a range of self-supporting and adult learning groups to promote learning and reduce social isolation. These groups last year included a work club, a men's group, a women's group, Arts & Crafts and a Develop Your Potential Course (personal development & employability skills). The flat also support the SHINE group which is a support group for parents of children with additional support needs. Over 80 individuals benefited from the free internet access offered by the Community Flat

- **Community Garden**
  Working with the litter strategy team the Flat continues to develop the community garden. Another piece of land has been adopted and will be ready in the spring as a series of raised bed allotments. This project is led by a group of 12 volunteers, and they have also involved the youth clubs in its development. The Community Flat is currently undertaking consultation locally on the development of a community farm, and leads on a series of litter picks throughout the year.

- **Making Services Available Locally**
  The community flat also provides space and support to local agencies to provide services within the Bridge Crescent area, including Denny CAB, Falkirk Credit Union and Signpost ForthValley.

Total no of volunteer positions: 80 roles fulfilled by 35 volunteers, 16 of whom are young people

Total no of staff: 1 Project Manager, 1 x part time cleaner, 9 x part time youth worker/playscheme posts (Funding split between education services and community safety team for these posts)

ii. Summary of Key Issues/ Challenges Facing Organisation:

The project continues to develop the capacity of their committee and organisation to grow and develop including:

- Community engagement and consultation on the development of new services
- Participating in a successful local partnership with CLD, Denny WASP, CAB and Forth Valley College to develop the range of digital access and courses available locally to people looking for work
- An ongoing commitment to staff and volunteer development and training
- Successfully pulling in additional funding to the Denny area from external sources, including DWP, Robertson Trust and Scottish Community Foundation to increase the range of services available

iii. How has Organisation Contributed to Council/ Service Priorities:
Denny Flat's development plan links to its new Joint Working Agreement and has clear links to CLD Service Priorities. It particularly contributes to the following priorities through the activities listed above.

1. We will work with schools and other partners to improve the outcomes for children and young people
2. We will improve the outcomes for young people and adults with core skills and health and wellbeing needs
5. We will support the delivery of income maximisation initiatives such as the credit union

The Community Flat also participates in networking opportunities with other organisations in the learning community area and is developing links through the support to credit union and community garden with:

Denny High School, Denny Primary School, Bonnybridge Primary School and Bankier Primary School.

v. List any Areas where there has been Shortfall in Performance:
The Flat has not fallen short in any area of agreed work.

i. How often are Review Meetings held with Lead Officer:
Meetings are held between the Project Manager and the Lead Officer every six weeks. The Lead Officer also attends committee and sub-group meetings as and when appropriate.

C: FINANCIAL / RISK ASSESSMENT OVERVIEW

i. Total Support Provided (Financial & In- Kind Contributions):
Grant from CLD, Education Services - £29,536
Grant from Community Safety Partnership - £22,000
External Income/Grant Funding Secured: NIL

ii. Last Period of Submitted Audited Accounts:
2013/2014

iii. Future Risks (Financial, Operational or Structural) Faced by Organisation:
Future risks to the Project would be financial in terms of a potential reduced grant from Council (Core costs). This could impact on the Projects ability to secure further external funding, and their ability to deliver core services in an area of high deprivation.

v. Overall Risk Rating (Low/Medium/High):
If grant funding at present level is maintained there would be a low risk to the Project and in essence Service delivery.

D: CONCLUSIONS

i. Summary/Opinion of Organisations Overall Progress During Year:
Satisfactory progress in achieving outcomes. Significant return on the amount of funding invested.

E: COMPLETED BY

Lead Officer: Mark Meechan

Date: 10/10/2014

APPENDIX 2

FALKIRK COUNCIL : EDUCATION SERVICES
FOLLOWING THE PUBLIC POUND : ANNUAL REPORTING STATEMENT 2013/14

Organisation Name: Dennyloanhead Community Project	Project: CLD Project
Name of Lead Officer: Mark Meechan	Current Agreement Dates: 31 March 2015

A: OVERALL ORGANISATION AIMS

i. Summary of Key Aims & Objectives:

To improve the quality of life, health and well being and opportunities available to residents with the area, in particular those residents at risk of disadvantage or exclusion.

ii. List of Agreed Outcomes:

To provide a range of community learning and development activities to support the delivery of safer communities, reduce anti-social behaviour and promote learning and development opportunities for young people and adults including:
To provide a range of positive opportunities for children and young people by providing children's groups, youth groups and opportunities to gain accreditation.
To provide adult learning opportunities the promote progression to further learning, accreditation and/or involvement within the school and wider community.
To promote and support volunteering locally.
To provide community meeting space and local information point, including internet access.
To raise awareness of the service with the local community.

iii. Why Service/Project is Funded Externally Rather than by the Council:

The Project has the specific asset base, capacity, skills, knowledge and expertise to effectively deliver on the agreed to performance targets, whereas the Council does not.

B: ACTUAL PERFORMANCE V's OBJECTIVES/AGREED OUTCOMES

i. Summary of Key Achievements:

Dennyloanhead Hall provides a local community facility for 18 regular groups and lets. The annual footfall survey shows in increase in weekly users of the centre, up from 730 last year to 777 this year.

The hall is also the venue for a large number of children's parties throughout the year. The centre has also been successful in securing funding for the following activities:

- Digital Learning Opportunities
- Family Learning/Personal Development Courses (an open event, meeting with partners and analysis of need has already been carried out)
- A new older people's activity group
- Summer Playscheme

The hall also provides support to a new youth club that was set up with support from CLD in 2011. 6 members of this youth group have already submitted Youth Achievement Awards portfolios.

The group have an active and involved committee, have participated in training to develop and maintain their own website, and a development plan, which links to their new JWA. Members of the committee regularly take part in training and development activities, and participate in networking activities facilitated locally and by CVS Falkirk.

They have 20 regular volunteers supporting the development of the hall.

ii. Summary of Key Issues/ Challenges Facing Organisation:

The committee carry out regular consultation and show a commitment to organisational development and volunteer support. They are heavily reliant on volunteers to run the centre, as the funding they receive allows them to employ only a part time clerical assistant and part time cleaner. The organisation would not be able to run the centre without the commitment of local volunteers.

iii. How has Organisation Contributed to Council/ Service Priorities:
The organisation contributes to service priorities through providing a community facility, particularly targeting those at risk of experiencing disadvantage or exclusion.

iv. List any Areas where there has been Shortfall in Performance:
There has been no shortfall in performance.

v. How often are Review Meetings held with Lead Officer:
The lead officer attends a minimum of 4 committee meetings per year, and has regular review meetings in between times with the Secretary of the organisation.

C: FINANCIAL / RISK ASSESSMENT OVERVIEW

i. Total Support Provided (Financial & In- Kind Contributions):
Grant from CLD, Education Services - £12,561
Generated from Lets - £20,648
TOTAL - £33,209

ii. Last Period of Submitted Audited Accounts:
2012-2013 (The organisation will not have their AGM until October)

iii. Future Risks (Financial, Operational or Structural) Faced by Organisation:
Future risks to the Project would be financial in terms of a potential reduced grant from Council (Core costs). This could impact on the Projects ability to secure further external funding, and to continue to provide the current level of service.

iv. Overall Risk Rating (Low/Medium/High):
If grant funding at present level is maintained there would be a low risk to the Project and in essence Service delivery.

D: CONCLUSIONS

i. Summary/Opinion of Organisations Overall Progress During Year:
Satisfactory progress in achieving outcomes. Significant return on the amount of funding invested.

E: COMPLETED BY

Lead Officer: Mark Meechan

Date: 10/10/2014

APPENDIX 3

FALKIRK COUNCIL : EDUCATION SERVICES
FOLLOWING THE PUBLIC POUND : ANNUAL REPORTING STATEMENT 2013/14

Organisation Name: PowerStation (Whitecross)	Project: CLD Delivery
Name of Lead Officer: Mark Meechan	Current Agreement Dates: In Development

A: OVERALL ORGANISATION AIMS

i. Summary of Key Aims & Objectives:

- To improve the quality of life, health and wellbeing and opportunities available to residents with the area, in particular those residents at risk of disadvantage or exclusion.

ii. List of Agreed Outcomes:

- To provide a range of community learning and development activities to support the delivery of safer communities, reduce anti-social behaviour and promote learning and development opportunities for young people and adults including:
- To provide a range of positive opportunities for children and young people by providing children's groups, youth groups and opportunities to gain accreditation.
- To provide adult learning opportunities the promote progression to further learning, accreditation and/or involvement within the school and wider community.
- To promote and support volunteering locally.
- To provide community meeting space and local information point, including internet access.
- To raise awareness of the service with the local community.

iii. Why Service/Project is Funded Externally Rather than by the Council:

- The Project has the specific asset base, capacity, skills, knowledge and expertise to effectively deliver on the agreed to performance targets, whereas the Council does not.

B: ACTUAL PERFORMANCE V's OBEJECTIVES / AGREED OUTCOMES

ii. Summary of Key Achievements:

- The Power Station has continued to provide a base for community activities in Whitecross, both those delivered by the Power Station and those by other external organisations such as Falkirk Council and Braes Family Centre.
- In addition it has been able to recruit and retain volunteers to support activities such as the junior youth club and the older peoples group.
- The project has helped provide a resource to provide social, recreational and educational activities reducing social isolation, contributing to health improvement and anti-social behaviour agendas and increasing the social capital of the community.
- The main achievement has been in addressing the challenges identified in a previous report.
- To do this the project engaged positively with CLD to work with other partners, namely The Coalfields Regeneration Trust and Leader, to establish and take forward the development and implementation of a Community Action Plan.
- As part of this process successful funding bids were submitted to support a widespread community engagement exercise and to produce and distribute the plan.
- In addition funding was also successfully sought to support the refurbishment and upgrading of the facility, and the programme of activities in the community.
- Furthermore, as part of the process agreement was reached within the community that the steering group which had been formed to take forward the community planning and engagement would morph with the changed Powerstation committee.

- With the support of CLD staff the committee has met to discuss and produce a development plan based on the outcomes of the community engagement and aligned with the local community plan that was produced. This is in the process of implementation.

iii. Summary of Key Issues/ Challenges Facing Organisation:

There are several challenges that continue to face the organisation.

- The ongoing sustainability of the Project.
- The grant provided by the Council enables the Project to pay for property costs and some caretaking hours, and what this grant can buy continues to diminish. The Project needs to find additional resources to fund these. In relation to caretaking and opening/closing the building, to make it available to the community, alternative means of funding and keyholding require to be put in place.
- The continuation of programme development to meet the needs of the community.
- The facility itself, while having been refurbished, is still limited by its size as to what can be delivered. Consideration requires to be given to the best use of all community accommodation in the village.

iv. How has Organisation Contributed to Council/ Service Priorities:

- It has provided directly activities for young people through a junior youth club, and it has made the facility available to Community Learning and Development to deliver a senior girls youth club. These groups have delivered social, educational and recreational opportunities and benefits, as well as contributing to the council's anti-social behaviour agenda.
- The facility has also been used to deliver a club for older people helping to reduce social isolation, which also has a positive impact on health amongst this age group.
- The Braes Family Centre has also worked in partnership with the project to deliver a parents and toddlers group which gave parents the opportunity to meet other parents and develop parenting skills, as well as giving the children the chance to develop socialisation and play skills.
- The facility also provides a base for the delivery of IT classes by CLD, helping to improve core skills.
- The facility helps to reduce isolation by enabling services to be delivered locally in an "isolated" community. Not only is it used by other community support agencies but it has been used by other organisations such as a judo club to bring services into the community.

v. List any Areas where there has been Shortfall in Performance:

- The range of activities on offer remained quite narrow throughout 2013/14 but it is anticipated that this will change and an improving picture will develop throughout 2014/15.
- Because of some of the problems that had arisen at the Power Station it had a negative image within the village. This has and continues to be addressed.

vi. How often are Review Meetings held with Lead Officer:

- The project is supported frequently by the local Community Education Worker who meets with them when required and when requested. The CEW also attends Committee meetings.
- In February of this year the monitoring officer met with the newly developing committee to explain the monitoring process and the need to update the Joint Working Agreement. It was agreed that a future meeting would be held at which the committee could present the progress and achievements that had taken place. It was agreed that sufficient time be made available for all the changes and developments to bed in. This meeting is being planned to take place in November 2014.

C: FINANCIAL / RISK ASSESSMENT OVERVIEW

i. Total Support Provided (Financial & In- Kind Contributions):
Grant from CLD, Education Services - £10,620
Staff Support from CLD (in-kind) - £ 3,500
External Income/Grant Funding Secured - £31,000
£ 45,170 Total

ii. Last Period of Submitted Audited Accounts:

- 2013/2014

iii. Future Risks (Financial, Operational or Structural) Faced by Organisation:

- The project is now on a sounder financial footing having been successful in attracting external funding. This funding was successful because of the current funding support from Falkirk Council. The will face challenges in the future if it is to maintain and develop activities.
- The new committee, who are receiving support and training from CLD staff and others, should also now be developing the capacity and skills to maintain tighter financial administration.
- The committee now engages a bookkeeper to assist with its financial administration.

iv. Overall Risk Rating (Low/Medium/High):

- If current progress is maintained then the overall risk to service delivery would be low

D: CONCLUSIONS

i. Summary/ Opinion of Organisations Overall Progress During Year:

- Following the onset of the community planning process, allied to the community engagement strategy employed, there has been significant progress in the capacity of the PowerStation Committee and its commitment to take initiatives forward. While some of this occurred in 2013/14 it is anticipated that the benefits in the way of increased usage and activities will take effect in 2014/15. Indications of increased usage and community involvement are already evident through Open Days, Youth Club delivery, a Summer Programme for young people, and the start of a Work Club by CLD

E: COMPLETED BY

Lead Officer Mark Meechan

Date: 10/10/2014

APPENDIX 4

FALKIRK COUNCIL : EDUCATION SERVICES
FOLLOWING THE PUBLIC POUND : ANNUAL REPORTING STATEMENT 2013/14

Organisation Name: Workers Education Assoc(WEA)	Project: CLD Project
Name of Lead Officer: Mark Meechan	Current Agreement Dates: 31 March 2015

A: OVERALL ORGANISATION AIMS

i. Summary of Key Aims & Objectives:

To improve the quality of life, health and well being and opportunities available to residents with the area, in particular those residents at risk of disadvantage or exclusion.

ii. List of Agreed Outcomes:

To provide a range of community learning and development activities to support the delivery of safer communities, reduce anti-social behaviour and promote learning and development opportunities for young people and adults including:
To provide a range of positive opportunities for children and young people by providing children's groups, youth groups and opportunities to gain accreditation.
To provide adult learning opportunities the promote progression to further learning, accreditation and/or involvement within the school and wider community.
To promote and support volunteering locally.
To provide community meeting space and local information point, including internet access.
To raise awareness of the service with the local community.

iii. Why Service/Project is Funded Externally Rather than by the Council:

The Project has the specific asset base, capacity, skills, knowledge and expertise to effectively deliver on the agreed to performance targets, whereas the Council does not.

B: ACTUAL PERFORMANCE V's OBJECTIVES / AGREED OUTCOMES

i. Summary of Key Achievements:

- Increased number of new and continuing literacy learners – 96 new learners.
- Increased number literacy learners achieving and working towards accreditation. – 36 learners accredited.
- Increased number of workplaces participating – 15.
- Increased number of learning options available with new courses developed.
- All literacy learners report an increase in skills, confidence and abilities. 100% of evaluations report that the learning is beneficial to working, community and personal life.
- Positive evaluations from all workplace managers/owners.
- Community Programme – 5 Programmes of learning with 53 learners participating and 7 achieving acccredition..
- Summary of Key Issues/ Challenges Facing Organisation:
- Demand outstripping resources.

ii. How has Organisation Contributed to Council/ Service Priorities:

We will improve the delivery and support to inward migrants.

- 27 new ESOL learners in 2 workplaces.
- ESOL learners signposted to and taking up other CLD provision.

We will deliver family learning and parenting work to improve outcomes for children and families/carers.

- Dyslexia Awareness session deliver to family centre.
- Dyslexia awareness sessions delivered to 9 CLD staff.
- *We will improve the capacity of our CLD workforce through the delivery of continuous programme of professional development activities.*
- Counting on a Greener Scotland training course delivered to 12 staff.
- Integrating accreditation with employability support programmes course developed and delivered in early 2015..
- Dyslexia awareness sessions delivered to 9 CLD staff.
- Social Return on Investment training delivered to 14 staff (FCLDP).

iii. List any Areas where there has been Shortfall in Performance:
None

iv. How often are Review Meetings held with Lead Officer:
Quarterly

C: FINANCIAL / RISK ASSESSMENT OVERVIEW

i. Total Support Provided (Financial & In- Kind Contributions):
Grant from CLD, Education Services - £49,635
Accommodation in Kind - £ 8,000
External Income/Grant Funding Secured - None
£57,635 - Total

ii Last Period of Submitted Audited Accounts:
2012-2013

iii. Future Risks (Financial, Operational or Structural) Faced by Organisation:
Future risks to the Project would be financial in terms of a potential reduced grant from Council (Core costs). This could impact on the Projects ability to secure further external funding.

iv. Overall Risk Rating (Low/Medium/High):
If grant funding at the present level is maintained there would be a low risk to the Project and in essence Service delivery.

D: CONCLUSIONS

i. Summary/Opinion of Organisations Overall Progress During Year:
Satisfactory progress in achieving outcomes. Significant return on the amount of funding invested. For example, an SROI study was carried out on this project and it identified that for every £1 invested in the project there was a social return of £9.94.

E: COMPLETED BY

Lead Officer: Mark Meechan

Date: 10/10/2014

FALKIRK COUNCIL
CORPORATE AND NEIGHBOURHOOD SERVICES
FOLLOWING THE PUBLIC POUND ANNUAL REPORTING STATEMENT 2013/14

Organisation Name	CVS Falkirk & District
Project	Core Support Funding
Agreement Dates	1 April 2013 – 31 March 2014
Name of Lead Officer	David Tollick, Corporate Policy Officer

A OVERALL ORGANISATION AIMS

Summary of Key Aims & Objectives

To support, develop and represent Third Sector organisations so that they can participate positively in the planning and delivery of high quality services across the Falkirk Council area, for the benefit of local people and communities.

List of Agreed Outcomes

A Joint Working Agreement, signed by the Council and F-CVS, is now in place for the 2014-15 period, replacing the previous one which lapsed 31st March 2013.

The tacit outcomes, inherited from the previous agreement, for the period covered by this report 2013-14 are as follows:- .

1. Improved mutual understanding between the Council / CPP and Third Sector organisations across the Council area.
2. Better participation by the local Third Sector in CP and partnership working, thus securing more effective contributions towards our SOA.
3. Support the sector in providing high quality services which represent Best Value.
4. Stimulate participation by the public in volunteering.
5. Develop & enhance the Community Care and Health Forum
6. Continue to develop CVS Falkirk & District so that it secures sustainable and continuous improvement.

The 2014-15 JWA is presently operating with a much revised set of outcomes, based on the current need for F-CVS to undergo significant development activities, beyond simply 'operations as usual'. The progress against this new JWA is referred to at times below, although it will also be fully reported against at next year's scrutiny of this organisation.

Why Service/Project is Funded Externally Rather than by the Council

This isn't an area of service the Council can directly provide, as representation of Third Sector interests needs to be undertaken by an independent and impartial organisation. F-CVS also fulfil the role as the Third Sector Interface for the area

B ACTUAL PERFORMANCE vs. OBJECTIVES / AGREED OUTCOMES

Summary of Key Achievements

- Room-hire, payroll, accountancy, admin support and graphic design provided to client organisations
- Funding Fayre (20 funders, 180 attendees) and Charity Fayre (33 organisations, 250 visitors) events, signposting to and delivery of funding and capacity building opportunities, Partnership Innovation Fund activities
- Large numbers of volunteers registered (877) and matched (739); events included Volunteer Recruitment Fayre and Volunteer Awards Ceremony. Individual support to organisations on volunteering issues such as policy development, identifying suitable roles, recruiting and managing volunteers etc
- 18 Social Enterprise start-ups supported, engagement with the new The Helix Social Enterprise Zone, signposting of organisations to specialist business support services.
- Hosting the Community Care and Health Forum, the Social Enterprise Forum and the Children's Services Forum. Representing the sector on Community Planning Partnership board, and several other local and national partnerships.

Summary of Key Issues/ Challenges Facing Organisation

- The long-term sustainability of existing levels of funding and funding sources.
- The growing levels of demand being placed on the sector and CVS in particular.
- Service continuity in light of vacancy levels
- Speaking as the voice of a sector which is varied and, of necessity, independent minded
- The F-CVS organisational workplan is very much led by the national common services framework for Third Sector Interfaces, which is planned and monitored by the Scottish Government independently of the Councils JWA, even though F-CVS is jointly core-funded by both Falkirk Council and the Scottish Government.
- Balancing core-funded Social Enterprise work with the funding coming to F-CVS through its involvement with the Helix Social Enterprise Zone.

How has Organisation Contributed to Council/ Service Priorities

CVS continues to offer services to the local community in connection with volunteering, social enterprise and developing community organisations.

List any Areas where there has been Shortfall in Performance

CVS has continued to experience staff vacancies, leading to capacity issues and delays in progressing its work across the Council area.

Website – until this summer the organisation was beset by an inability to manage its own website, which totally undermined the web-presence of the organisation, notwithstanding work-arounds that F-CVS put in place among its contacts.

There is a need to better evidence that F-CVS is a credible voice of the local third sector. Some significant developments have been agreed, in the 2014-15 JWA, to address this.

Mapping of the Social Enterprise Sector and the development of a Social Enterprise Strategy, both jointly with Falkirk Council, have not significantly progressed.

How often are Review Meetings held with Lead Officer

Once per quarter with meetings minuted.

C FINANCIAL/RISK ASSESSMENT OVERVIEW

Total Support Provided (Financial & In- Kind Contributions)

Excluding the £325,884 Partnership Innovation Fund income, for further distribution by F-CVS as grants, F-CVS's 2013-14 incoming resources amounted to £519,402, of which 25% was covered as follows by the JWA:-

- £113,748 per annum, Core Support funding
- £19,400, Social Work funding for Community Health & Care Support

Falkirk Council awarded a further 15% of this income as contracts and other awards (£79,149). The remaining income was made up of Scottish Government Grant (36% = £185,600) and other income streams to F-CVS (24% = £122,475).

The Falkirk Council awards have been the same for the previous two years and are on a one-year-only basis.

Last Period of Submitted Audited Accounts

2013/14 – on-going financial position is monitored on a quarterly basis.

Future Risks (Financial, Operational or Structural) Faced by Organisation

The organisation is vulnerable should any of its key funders significantly reduce funding. This would have a direct impact on the number of people employed by CVS and present serious challenges in being able to deliver core services within the current agreement and in line with current demand.

Overall Risk Rating (Low/Medium/High)

Medium – reflected in the regime of quarterly meetings which continues to monitor key risks.

D CONCLUSIONS

Summary/ Opinion of Organisations Overall Progress During Year

CVS has had considerable organisational change over the period, significantly a new CEO in post since July 2013. From March 2014 onwards, there was further vacancies and re-alignment of posts, with two key staff recently recruited. The organisation needs a period of sustained stability, while still being able to embrace the changes required to fulfil its interface role. The Board and the CEO are critical in delivering what is needed.

The updated Joint Working Agreement for 2014-15 better aligns CVS activity with the key outcomes in Falkirk's Single Outcome Agreement.

E COMPLETED BY	
Name	Dave Tollick
Designation	Corporate Policy Officer
Date	20 October 2014

AGENDA ITEM 9

FALKIRK COUNCIL

Subject: **FORTH VALLEY FAMILY SUPPORT SERVICE**
Meeting: **SCRUTINY COMMITTEE**
Date: **1 DECEMBER 2014**
Author: **DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES**

1. INTRODUCTION

1.1. The purpose of this report is to update committee on the initial pilot and subsequent procurement of Forth Valley Family Support Service by Forth Valley Alcohol and Drug Partnership. This provides support to family and friends of those affected by substance misuse in Forth Valley (Clackmannanshire, Falkirk and Stirling local authority areas).

1.2. The Forth Valley Family Support Service was piloted for eighteen months from April 2012 until June 2013 with external evaluation that informed the service specification for procurement of the future service.

1.3. A feature of Forth Valley Family Support Service is that the specification for the service was drawn from consultation with existing family support services in Stirling and Grangemouth and those who had contact with a service that had operated in the Clackmannanshire area utilising the Public Social Partnership (PSP) approach.

1.4. The Forth Valley Family Support Service pilot was funded by the three Local Authorities, Clackmannanshire, Falkirk and Stirling with each contributing £20,000, for provision of the service. The contract for the provision of the pilot was awarded to the local service, Addictions, Support and Counselling (ASC) which has offices in Falkirk and Stirling.

1.5. The pilot was supported by the three local Third Sector Interfaces, provided by CVS Falkirk & District in this area, that were well placed to support any groups established as a result of the pilot as well as creation of literature to publicise the service.

2. CONTRIBUTION TO OUTCOMES

2.1 Forth Valley Family Support Service contributes to Falkirk Single Outcome Agreement for the following within Health Inequalities and Physical Activity – Harms to Health (including alcohol and drugs) –

- Support for family and friends of those affected by substance misuse.

3. OVERVIEW OF ORGANISATION WHICH RECEIVED FUNDING

3.1 Forth Valley Family Support Service Pilot was established with the following objectives, associated activity, and outcomes, that had been agreed after consultation using the Public Social Partnership (PSP) approach these were given priority rating as indicated:

- Provide opportunities for families in a range of support including, group work, peer support groups, one to one, telephone support and home visits (1);
- Ensure training is available to all staff and volunteers on trends in drugs and alcohol misuse and treatment/recovery support available (1);
- Promote Forth Valley Family Support Service to treatment services and other professionals, agencies and members of the community (1);
- Provide signposting and basic information service to family members on matters linked to substance misuse problems (2);
- Provide respite for family members (3);
- Offer a range of complimentary therapies to family members (3);
- Promote the service and offer support via a variety of online media (3); and
- Fundraising (3).

3.2 It was agreed that the service would not provide:

- Work with children – this required specialist input and children should be referred to other agencies;
- Direct support for/to substance users – this would be carried out by specialist treatment services provided in the area, although families would benefit from hearing first hand what services provide;
- Drugs and alcohol education in schools – required specialist service provision; and
- 24 hour telephone support – callers out of hours would be referred to national agencies/help lines. The service would ensure that they were known to national organisations who provide 24 or out of hours support and refer to local agencies where appropriate.

3.3 Forth Valley Family Support Service Pilot operated until September 2013 and supported 100 individuals with 55 being residents of Falkirk with the following common themes:

- A lack of knowledge of substance misuse and addictive behaviour;
- A lack of understanding of treatment services;
- High levels of family conflict and poor communication;
- Poor coping skills; and
- High levels of stress resulting in poor physical and mental health.

3.4 To address the common themes support work focused on the following areas:

- Knowledge – helping clients to understand the different psychological and behavioural effects that drugs and alcohol can have on individuals;
- Boundaries – helping family members to understand the importance of setting limits;
- Communication – providing workshops around positive communication techniques;

- Education – raising awareness of substance misuse, treatment processes and pathways, helping individuals and families to recognise to differentiate between helpful and unhelpful behaviours;
- Roles and Responsibilities – individuals examining their own roles within their family;
- Sleep Hygiene – promotion of cognitive behavioural approaches to help the individual to deal with issues around sleep;
- Anger Management – where unmanaged anger has been a common presenting problem for family members;
- Stress/Anxiety – one of the major common themes with clients being provided with emotional and practical support to help them identify and understand stress and anxiety;
- Emotional Support – a safe space for individuals to express their emotions and discuss their situation;
- Practical Support – signposting to other specialist services and some cases supporting them to attend these services; and
- Naloxone – provision of Naloxone Training events were made available to all family members.

3.5 Family members who had engaged with the service were supported beyond September 2013 by CVS Falkirk & District, and Scottish Families Affected by Alcohol and Drugs.

3.6 The Forth Valley Alcohol and Drug Partnership, after successful tender, appointed Scottish Families Affected by Alcohol and Drugs to provide Forth Valley Family Support Service from 1st April 2014 with the objectives as outlined at paragraph 2.1.

3.7 The service is monitored by Forth Valley Alcohol and Drug Partnership Monitoring Group which meets with the service each quarter. In the first quarter 2014/2015, the service worked with 11 families in Falkirk Council area with one Family Support Group (8 members) meeting fortnightly.

3.8 Falkirk Council's contribution to this service is £20,000. Both Stirling and Clackmannanshire Council provide the same financial contribution.

4. ASSESSMENT OF INDIVIDUAL ORGANISATION PERFORMANCE

4.1 An individual report is attached for Forth Valley Family Support Group. The report provides an overview of the service provided, the agreed objectives or outcomes, performance information during the reporting period and a financial overview. The Audited accounts for the host Service ASC (Addictions Support and Counselling) for 2013/14 have not yet been published.

4.2 As part of the funding application process an annual risk and financial assessment is undertaken based on governance arrangements, financial management and past performance to ascertain their risk rating. The ratings are graded low, medium or high and provide monitoring officers with an indication of the minimum level of monitoring and support which should be established. External organisations deemed as low risk, are monitored at least annually, medium risk external organisations should be monitored at least quarterly and high risk, at least monthly.

Monitoring is recommended to take the form of regular reports, which measure performance against outcomes and/or objectives and provide financial monitoring information. Monitoring Officers are also required to hold meetings with the external organisation throughout the year.

4.3 Quarterly monitoring is in place for Forth Valley Family Support Service, funding is released on a quarterly basis on receipt and approval of their monitoring reports. Their annual risk and financial assessment is medium risk with previous annual accounts being assessed as satisfactory.

4.4 A Following the Public Pound Annual Reporting Statement in respect of Forth Valley Family Support Service is attached at Appendix 1. The report provides an overview of the service provided, the agreed objectives or outcomes, performance information during the reporting Audited accounts for 2013/14 have not yet been published.

4.5 The service accepted 100 referrals during the period from across Forth Valley – 55 referrals from Falkirk. The service established a Family Support Group in Falkirk meeting fortnightly at ASC premises in Vicar Street, Falkirk. The group were supported by Scottish Families Affected by Alcohol and Drugs and Falkirk and District CVS post 30th September 2014. Members of the Family Support Group (Falkirk) attended local and national events with family support and recovery focus.

5. CONCLUSION

5.1 As set out within the report to this Committee on 13 June 2013, 'Following the Public Pound: Scrutiny Committee Role and Reporting Schedule', Members are invited to consider each organisation's report and select from the following options for each external organisation:

A. Approve report and acknowledge progress by the external organisation in meeting Council priorities;
B. Request further information on specific aspects of the service provided; or
C. Request action with follow-up for subsequent Scrutiny Committee consideration.

6. RECOMMENDATIONS

Members are asked to:

6.1 Consider this report and the attached Following the Public Pound Annual Reporting Statement 2013/14 in respect of Forth Valley Family Support Service and select an option from those presented in 5.1.

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DIRECTOR OF CORPORATE & NEIGHBOURHOOD

Date: 5th November 2014
Ref: ABC FPP SCRUTINY 14112014 -FVFSS
Contact Name: Caird Forsyth

LIST OF BACKGROUND PAPERS

1. None

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506045 and ask for Caird Forsyth.

FALKIRK COUNCIL CORPORATE AND NEIGHBOURHOOD SERVICES FOLLOWING THE PUBLIC POUND ANNUAL REPORTING STATEMENT 2013/2014

Organisation Name	Forth Valley Alcohol and Drug Partnerships – (Contract to Addictions, Support and Counselling)
Project	Forth Valley Family Support Service
Agreement Dates	30 March 2013 – 30th September 2013
Name of Lead Officer	Caird Forsyth

A OVERALL ORGANISATION AIMS

Summary of Key Aims & Objectives

- Provide Family Support Service across Falkirk, Stirling and Clackmannanshire Council (Forth Valley) areas
- Provide a separate service for individuals (family and friends) (adults) affected by substance misuse from any service provided to substance user or misusers
- Provide a range of support to those referred/self referred, dependant on need including group work, peer support groups, one to one, telephone support and home visits
- Promote the service to organisations/agencies within the area
- Establish local family support groups

List of Agreed Outcomes

- Recruit suitably qualified staff to support persons referred/self referring to the service
- Accept referral/self referral to the service
- That those who engage with the service are given access to all available support or where necessary signposted to support
- Services become more aware of service provided
- Establish self help Family Support Groups in communities throughout Forth Valley

Why Service/Project is Funded Externally Rather than by the Council

Service is funded externally in line with other alcohol and drug treatment services in Forth Valley and whilst working separately from established services for problematic alcohol and drug the service becomes part of the network of support provided throughout Forth Valley with the long term aim to establish and sustain support networks required to stabilise families and promote recovery. The Forth Valley aspect of the service allows individuals to access the service out with their home area and provides the anonymity that some seek when engaging with a service of this nature.

B ACTUAL PERFORMANCE vs. OBJECTIVES / AGREED OUTCOMES

Summary of Key Achievements

- Staff recruited and operational June 2012
- Publicity material produced and distributed to key locations throughout the area

- Service accepted 100 referrals during the period from across Forth Valley – 55 referrals from Falkirk.
- Family Support Group established in Falkirk meeting fortnightly at ASC premises in Vicar Street, Falkirk. The group were supported by Scottish Families Affected by Alcohol and Drugs and Falkirk and District CVS post 30th September 2014.
- Family Support Group (Falkirk) members attending local and national events with family support and recovery focus.

Summary of Key Issues/ Challenges Facing Organisation

The service was established as a pilot to test the Forth Valley Model for Family Support as agreed through the PSP process in conjunction with Family Support Groups existing pre April 2012 with agreement from those groups that the Forth Valley Model should be pursued. There has been no Family Support Service within the Clackmannanshire Council for approximately 3 years. One group (Stirling) decided to tender for the contract however were unsuccessful and thereafter disengaged from the process other groups ceased to exist and all enquiries were directed toward the new service. The service was in place until end of September 2013 with existing clients (a group of four women) within Falkirk receiving support from Scottish Families Affected by Alcohol and Drugs and Falkirk and District CVS with a view to becoming a self supporting group. FVADP took the decision to issue tender for the provision of the service . The tender document reflected lessons learned from the pilot. The contract was awarded to Scottish Families Affected by Alcohol and Drugs in February 2014 with the service to be operational by April 2014. Persons seeking family support between October 2013 and March 2014 were made aware of Scottish Families Affected by Alcohol and Drugs as well as the local support meetings being held in Falkirk.

How has Organisation Contributed to Council/ Service Priorities

SOA - Health Inequalities and Physical Activity – Harms to Health (including alcohol and drugs) – Support for family and friends of those affected by substance misuse.

Falkirk Alcohol and Drug Partnership / Forth Valley Alcohol and Drug Partnership – provision of support to family and friends of problematic substance users.

List any Areas where there has been Shortfall in Performance

Initially low numbers due to pilot service establishing and marketing to services who engage with problem substance users and lack of development of local support groups. Discussion with commissioning group (FVADP) resulted in tender to provide service being prepared.

How often are Review Meetings held with Lead Officer

Service is reviewed quarterly by FVADP Monitoring Group.
Service has been subject to external evaluation

C FINANCIAL / RISK ASSESSMENT OVERVIEW
Total Support Provided (Financial & In- Kind Contributions)
£20,000.00 – Falkirk Council (£20,000.00 from Clackmannanshire and Stirling Council)
Last Period of Submitted Audited Accounts
Service will be audited within accounts of host agency, Addictions, Support and Counselling. Service present a balance sheet at each monitoring group meeting with no cause for concern. Annual Accounts will be presented at Addictions, Support and Counselling (ASC) AGM on 23rd October 2014
Future Risks Financial, Operational or Structural) Faced by Organisation
Employees in service were on fixed contract for the duration of the service with no TUPE issues at the end of contract (September 2013) Host service had premises in Falkirk and Stirling and access to premises in Clackmannanshire and have been encouraged to seek use of community premises when establishing community groups as required. ASC continued to provide use of its premises for family support group meetings until the end of this reporting period.
Overall Risk Rating (Low/Medium/High)
Medium
D CONCLUSIONS
Summary/ Opinion of Organisations Overall Progress During Year
Support of provision of family support service should continue for family and friends of those with problematic substance misuse, basic support is not offered by any other service and service assists in signposting clients to appropriate services where there are more complex needs. This service is for adults (over 16's) only and where services have knowledge of children within families they make the appropriate referral and in some cases work with the adult and child(ren) or refer to young carers organisation.
E COMPLETED BY

Name	Caird Forsyth
Designation	Policy Officer (Substance Misuse)
Date	2nd October 2014

AGENDA ITEM 10

FALKIRK COUNCIL

Subject: **FOLLOWING THE PUBLIC POUND (FPP): COMMUNITY SAFETY**
Meeting: **SCRUTINY COMMITTEE**
Date: **01 DECEMBER 2014**
Author: **DIRECTOR OF CORPORATE AND NEIGHBOURHOOD SERVICES**

1. INTRODUCTION

1.1 The purpose of this report is to update Members on the work of external organisations who receive funding from the Community Safety budget and who fall within the "Following the Public Pound (FPP) reporting & monitoring arrangements. The reporting period is 1 April 2013 to 31 March 2014.

1.2 The services affected by Following the Public Pound reporting requirements are:

- Falkirk Bid – Taxi Marshalling services
- Sacro – Restorative Acceptable Behaviour Service

1.3 Both of these organisations provide services that could not be delivered internally. They provide the Community Safety Partnership with expertise in managing and minimising potential disorder, anti-social behaviour and criminal activity. They contribute to the council community safety priority of achieving Safer Communities - "Our Area will be a Safer Place to Live".

2. CONTRIBUTION TO OUTCOMES

2.1 Safer Communities is one of our key priorities within our Single Outcome Agreement with regard to the following outcomes:

- Our citizens will be protected;
- Vulnerable children and adults will be protected;
- Our citizens will be encouraged to take responsibility for their own health and wellbeing;
- Our communities will be safe; and
- We will work to reduce crime and the fear of crime.

2.2 In overall terms the number of recorded crimes in the most serious categories per 10,000 population continues to fall, from 465.5 in 2012/13 to 458.8 in 2014/15. We consistently achieve in excess of 90% of people who feel safe in their local area during the, and in excess of 60% feel safe at night.

2.3 Sacro (RABS) and Specialized Security (taxi marshalling service) both contribute to the delivery of Safer Communities and are key partners in management of anti-social behaviour and alcohol related disorder.

2.4 The taxi marshalling initiative continues to deliver a valuable service in promoting Falkirk Town Centre as a safe place to have a night out in. The initiative has proved a successful tool in managing and minimising any potential opportunities for alcohol fuelled disorder at peak times within the town centre. Public opinion of the taxi marshalling service is that it provides an essential service and that it has changed people's perception of Falkirk for the better.

2.5 The RABS service continues to work with partners and the Community Safety Partnership's monthly Tasking & Co-ordination Group to reduce levels of conflict and anti-social behaviour in communities through challenging and modifying young people's behaviour; diverting young people away from anti-social behaviour and criminal activity and reducing the fear of crime.

3. OVERVIEW OF ORGANISATION WHICH RECEIVED FUNDING

3.1 Falkirk Town Centre Taxi Marshalling provision is commissioned by Falkirk Towns Ltd on behalf of the Falkirk BID/Delivers. The service is delivered by Specialized Security Ltd. The taxi marshalling service has been operational at Newmarket Street taxi rank since 2007, initially over the festive period, funded by the Scottish Government and now by Falkirk Council's Community Safety budget in partnership with Falkirk Towns Ltd.

3.2 The taxi marshalling initiative was mainstreamed in 2009 providing taxi marshalling at the Newmarket Street taxi rank on Friday and Saturday nights throughout the year supported by Festive Safe Base and Safer Streets in partnership with Falkirk Street Pastors, British Red Cross, Signpost Recovery, Police Scotland, NHSFV Alcohol & Drug Partnership and Falkirk Community & Learning Development Service. The aim of the taxi marshalling initiative is to manage and minimise any potential opportunities for alcohol fuelled disorder at peak times within Falkirk Town Centre and consequently enhance the image of Falkirk Town Centre as a safe and enjoyable place to visit at night time.

3.3 The taxi marshalling provision was further developed in 2013 to extend the service to the Meadow Street taxi rank which has proved successful in managing alcohol related disorder in this area of the Town Centre. The area around the Storm Nightclub in Meadow Street has repeatedly been identified as an area of concern with regard to alcohol related disorder. The inclusion of the Meadow Street taxi rank has been a positive contribution to reducing alcohol related disorder in this area.

3.4 Sacro is funded by the Community Safety budget to provide a Restorative Acceptable Behaviour Service (RABS). Current funding stands at £46,104, which has been the case since 2011/12.

3.5 The service provided is funded externally as Sacro are leaders across Scotland in providing restorative approaches within a Community Justice setting. The service provides the Partnership with a cost effective and valuable resource in managing anti-social behaviour/conflict within our communities. This is not a service that could be provided in-house.

4. ASSESSMENT OF INDIVIDUAL ORGANISATION'S PERFORMANCE

4.1 An individual report is attached for both Falkirk BID and Sacro. Each report provides an overview of the service provided, the agreed objectives or outcomes, performance information during the reporting period and a financial overview which includes their financial accounts for 2012/2013. Audited accounts for 2013/14 have not yet been published.

4.2 As part of the funding application process an annual risk and financial assessment is undertaken based on governance arrangements, financial management and past performance to ascertain their risk rating. The ratings are graded low, medium or high and provide monitoring officers with an indication of the minimum level of monitoring and support which should be established. External organisations deemed as low risk, are monitored at least annually, medium risk external organisations should be monitored at least quarterly and high risk, at least monthly. Monitoring is recommended to take the form of regular reports, which measure performance against outcomes and/or objectives and provide financial monitoring information. Monitoring Officers are also required to hold meetings with the external organisation throughout the year.

4.3 Quarterly monitoring is in place for both organisations, funding is released on a quarterly basis on receipt and approval of their monitoring reports. Their annual risk and financial assessment is rated as low to medium risk with annual accounts being assessed as satisfactory.

4.4 An individual report is attached for both Falkirk BID and Sacro. Each report provides an overview of the service provided, the agreed objectives or outcomes, performance information during the reporting period and a financial overview which includes their financial accounts for 2012/2013. Audited accounts for 2013/14 have not yet been published.

5. CONCLUSION

5.1 As set out within the report to this Committee on 13 June 2013, 'Following the Public Pound: Scrutiny Committee Role and Reporting Schedule', Members are invited to consider each organisation's report and select from the following options for each external organisation:

A. Approve report and acknowledge progress by the external organisation in meeting Council priorities;
B. Request further information on specific aspects of the service provided; or
C. Request action with follow-up for subsequent Scrutiny Committee consideration.

6. RECOMMENDATIONS

Members are asked to:

6.1 **Consider individual reports for external organisations and select an option from those presented in 5.1.**

.....……..
DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

Date: 10 September 2014
Ref: ABC0914AK – FPP – Community Safety
Contact Name: Fiona Campbell

LIST OF BACKGROUND PAPERS

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506004 and ask for Fiona Campbell

FALKIRK COUNCIL CORPORATE & NEIGHBOURHOOD SERVICES FOLLOWING THE PUBLIC POUND ANNUAL REPORTING STATEMENT 2013/14

Organisation Name	**Falkirk Towns Ltd on behalf of the Falkirk BID / Delivers**
Project	**Specialized Security Taxi Marshalling Service**
Agreement Dates	**1st April 2013 to 31st March 2014**
Name of Lead Officer	**Alice Keenan**

A OVERALL ORGANISATION AIMS

Summary of Key Aims & Objectives

Falkirk Towns Ltd are funded through Falkirk Council's Community Safety Budget to provide a taxi marshalling service in Falkirk Town Centre with the aim of reducing the potential for alcohol related disorder and supporting the Council's priority of delivering Safer Communities. Falkirk Towns Ltd on behalf of the Falkirk BID commission Specialized Security to provide taxi marshalling at the Newmarket Street taxi rank on Friday and Saturday evenings throughout the year and over the festive period as part of the Safer Streets Campaign.

The aim of the taxi marshalling initiative is to manage and defuse any potential opportunities for alcohol fuelled disorder at peak times within Falkirk Town Centre and consequently enhance the image of Falkirk Town Centre as a safe and enjoyable place to visit at night time.

During 2013/14, the provision has been extended to include taxi marshalling at the Meadow Street taxi rank from July 2013 to March 2014 on Saturday evenings. The area around the Storm Nightclub in Meadow Street has repeatedly been identified as an area of concern with regard to alcohol related disorder. The inclusion of the Meadow street taxi rank has been a positive contribution to reducing alcohol related disorder in this area.

List of Agreed Outcomes

- Reducing the fear of crime;
- Supporting the delivery of safer communities;
- Preserving and restoring public order; and
- Continuing to increase public reassurance

Why Service/Project is Funded Externally Rather than by the Council

Taxi marshalling is funded externally as it requires a commissioned and accredited service with expertise in stewarding and managing volumes of users of the night time economy to defuse potential disorder due to the influence of alcohol. This is not a service that could be provided in-house. Specialized Security is an SIA (Security Industry Authority) approved contractor. The Taxi Marshalling Service alongside Street Pastors promotes a positive image of the Falkirk night time economy throughout the year.

B ACTUAL PERFORMANCE vs. OBJECTIVES / AGREED OUTCOMES

Summary of Key Achievements

The taxi marshalling service continues to provide a valuable service in managing the night time economy and defusing any potential alcohol fuelled disorder. It was reported in 2013/14 that there were 55,716 users of the Newmarket Street taxi rank and 10,937 for the Meadow Street taxi rank, totalling 66,653 users of the taxi marshalling service throughout the year. The initiative receives regular positive feedback from Police Scotland, pubs & clubs and their patrons. It contributes to the delivery of Safer Communities alongside the Safe Base activity at the festive period and identified weekends.

Police statistics show a decrease in crimes within the Safe Zone area since the start of the Safer Streets initiative in 2007. Reported crimes during the festive period have dropped from 78 in 2007 to 47 in 2013.

Summary of Key Issues/ Challenges Facing Organisation

Reduced funding levels in the future would be a key challenge in maintaining this service. Meadow Street funding has been approved from underspends within the Community Safety budget during 2013/14. The continuance of this development is at risk due to lack of security of funding.

How has Organisation Contributed to Council/ Service Priorities

The Project consistently raises the profile of Falkirk as a safe place for patrons to enjoy its night time economy; provides patrons with reassurance that they can enjoy a night out safely; taxi marshalling contributes to reduced alcohol related disorder on Friday and Saturday nights; reduces the fear of crime and consequently contributes to the Council priority of Safer Communities.

List any Areas where there has been Shortfall in Performance

None.

How often are Review Meetings held with Lead Officer

Bi-monthly as part of the Safer Streets Steering Group meetings.

C FINANCIAL / RISK ASSESSMENT OVERVIEW

Total Support Provided (Financial & In- Kind Contributions)

£20,000 for Newmarket Street (52weeks on Fri & Sat nights) & Meadow Street (26 weeks Sat only)
£3,146 For Meadow Street (Jan-March 2014, Sat nights)
£4,930 for Safe Base initiative
Total Council contribution: £28,706
Falkirk Bid contribution: £16,000

Last Period of Submitted Audited Accounts
For year end 31 March 2013.
Future Risks (Financial, Operational or Structural) Faced by Organisation
The main risk would be a reduction in funding levels in the future. This year (2013/2014) the taxi marshalling initiative is able to provide taxi marshalling at Meadow Street on Saturday evenings over the year in addition to the taxi marshalling service at Newmarket Street on Friday and Saturdays throughout the year.
Overall Risk Rating (Low/Medium/High)
Low to medium risk, due to low level of reserves as a percentage of turnover. See attached Annual Risk and Financial Assessment dated 13th June 2014.
D CONCLUSIONS
Summary/ Opinion of Organisations Overall Progress During Year
The taxi marshalling service continues to deliver a valuable service in promoting the Falkirk Town Centre as a safe place to have a night out in. The initiative has proved a successful and popular tool in managing and minimising any potential opportunities for alcohol fuelled disorder at peak times within the town centre. Public opinion of the taxi marshalling service is that it provides an essential service and that it has changed people's perception of Falkirk for the better.
E COMPLETED BY

Name	Alice Keenan
Designation	Corporate Policy Officer
Date	1st August 2014

FALKIRK COUNCIL CORPORATE & NEIGHBOURHOOD SERVICES FOLLOWING THE PUBLIC POUND ANNUAL REPORTING STATEMENT 2013/14

Organisation Name	SACRO
Project	Restorative Acceptable Behaviour Service
Agreement Dates	1st April 2013 – 31st March 2014
Name of Lead Officer	Alice Keenan

A OVERALL ORGANISATION AIMS

Summary of Key Aims & Objectives

SACRO are funded through Falkirk Council's Community Safety budget to deliver the Restorative Acceptable Behaviour Service (RABS). The aim of this service is to provide a constructive method of addressing anti-social behaviour/offending by young people (8 to 18) within their communities and diverting them from formal measures of intervention by:

- Enabling young people referred to the service to consider the consequences of their actions and to make amends for their wrong doing;
- Giving the persons harmed by the behaviour/conflict the opportunity to impress on young person the impact of his/her behaviour has had on them and to be involved in the resolution of the harm;
- Assisting the young person in developing an understanding of their and others emotions, particularly of those persons harmed by their actions;
- Engaging the young person in examining the causes and consequences of their anti-social/offending behaviour;
- Involving parents of the young people in resolving the conflict; and
- Involving the community affected by the conflict/ASB in the agreed outcome.

SACRO aim to reduce conflict and offending and make communities safer and more cohesive across Scotland.

List of Agreed Outcomes

The Restorative Acceptable Behaviour Service (RABS) contributes to the Council's Single Outcome Agreement Community Safety priority ("Our Area will be a Safer Place to Live) through:

- Diverting young people away from anti-social behaviour and criminal activity;
- Changing attitudes and modifying behaviour;
- Reducing the fear of crime; and
- Supporting the delivery of safer communities.

SACRO provides a Restorative Acceptable Behaviour Service (RABS) which includes short one to one behaviour programmes and more intensive programmes on either a one to one or group work basis. Individual referrals will be accepted from the Conflict Resolution Service, Education, Community Safety Team, Community Education and the locality Multi Agency Groups.

SACRO will work with 60 young people individually or in groupwork sessions. They also deliver on the following activities:

- Restorative interventions as a result of actions arising from the Community Safety tasking process;
- Preventative work with young people by delivering sessions in partnership with other agencies to High Schools in the Falkirk area; and
- Referrals from the Police Scotland through Vulnerable Persons Reports submitted to the Multi agency screening hub (MASH) located within Larbert Police office. SACRO will facilitate restorative meetings (when appropriate).

Why Service/Project is Funded Externally Rather than by the Council

The service is provided externally as SACRO are leaders across Scotland in the provision of restorative approaches within a community justice setting. This route provides us with a cost effective and valued resource in managing anti-social behaviour / conflict within our communities.

SACRO has developed significant experience in restorative approaches and is seen as leading the work in restorative approaches with young people displaying anti-social/criminal behaviours.

The service aims to direct young people aged between 8 and 18 away from becoming subject to anti-social behaviour legislation through providing a constructive method offensive/offending behaviour within local communities through the pursuit of restorative approaches. It also allows people harmed by anti-social behaviour to get answers to questions and ask something of the perpetrator through reparation and voluntary work.

This service provides the Community Safety Partnership with expertise in working with young people responsible for repeated incidents of ASB, persons harmed and affected communities to reduce and resolve conflict within local communities. The service provides the Partnership with a cost effective and valuable resource in managing ASB/conflict within our communities.

The service was developed in Falkirk in 2006 from the project being delivered in Aberdeen. The Aberdeen Restorative Practices project has recently been recognised at a National Level by the Howard League Community Programmes award in London.

B ACTUAL PERFORMANCE vs. OBJECTIVES / AGREED OUTCOMES

Summary of Key Achievements

SACRO continues to deliver a high quality range of services which consists of RABS Early Intervention support; Intensive Support; contributions on the Step Forward Programme for school leavers (Falkirk High) to raise awareness of antisocial behaviour issues and information regarding youth justice; Early and Effective Interventions for Breach of the Peace, Vandalism; Awareness raising sessions for the Community Safety team and Housing Officers; Interventions with young people in Camelon due to issues identified through the Community Safety Tasking & Co-ordination process.

This service supports the Community Planning Partnership's drive to pursue early intervention and prevention based approaches where possible. Referrals to the service are made by Community Wardens, Conflict Resolution and the Community Safety Partnership's tasking and co-ordination process. The service comprises both short one to one behaviour improvement

programmes and more intensive one to one or group programmes. This is linked to work in our High Schools through the Step Forward Programme.

Forty nine referrals were received this year for the RABS service delivering 19 hours early Intervention support and 230 hours of Intensive Support. Referrals to the RABS service were lower this year due to changes in the EEI process. Scottish Government funding ceased at the end of March 2013. Discussions are ongoing to keep early intervention referrals in place. In addition to this SACRO delivered sessions on the Step Forward Programme and the work directed by the tasking & co-ordination group to address antisocial behaviour.

SACRO have reduced the running costs of this service and have used this to enhance the hours available for the delivery of service. They have also put in additional resources to add value to the service being delivered, e.g. appointed a volunteer to provide additional support to young people one day a week; another volunteer is currently in the process of being recruited. A modern apprentice administrator has also been recruited and will be providing dedicated admin support to the team.

Summary of Key Issues/ Challenges Facing Organisation

The main issues facing SACRO is the continuance of funding in the future and the maintenance of referrals in light of the withdrawal of funding for the Early and Effective Intervention model from the Scottish Government. Discussions are ongoing to keep the Early and Effective Intervention model going albeit a reduced version due to reduced funding levels.

How has Organisation Contributed to Council/ Service Priorities

The RABS service continues to work with partners and the Community Safety Partnership's monthly Tasking and Co-ordination Group to reduce levels of conflict and antisocial behaviour in communities through challenging and modifying young people's behaviours; diverting young people away from anti-social behaviour and criminal activity; reducing the fear of crime within our communities and supporting the delivery of safer communities. Case studies are available to evidence the effect of their interventions.

List any Areas where there has been Shortfall in Performance

None.

How often are Review Meetings held with Lead Officer

Quarterly.

C FINANCIAL / RISK ASSESSMENT OVERVIEW

Total Support Provided (Financial & In- Kind Contributions)

£81,296 (Restorative Justice Service – Youth Justice)
£46,104 (Restorative Acceptable Behaviour Service – ASB)

Last Period of Submitted Audited Accounts

Year ended 31 March 2013.

Future Risks (Financial, Operational or Structural) Faced by Organisation

Reduced funding levels. Funding is provided on a year to year basis.

Overall Risk Rating (Low/Medium/High)

Low risk. Annual Risk and Financial Assessment dated 1st August 2014.

D CONCLUSIONS

Summary/ opinion of organisations overall progress carried forward from last report, and also during this year

SACRO RABS Service provides a high quality service to the Community Safety Partnership. They provide an integral role in our management of anti-social behaviour in partnership with Detached Youth Work, Conflict Resolution Service, Community Safety team, Children & Families Service and Police Scotland. SACRO are a key partner in working with communities to resolve anti-social behaviour and provide re-assurance to communities.

E COMPLETED BY

Name	Alice Keenan
Designation	Corporate Policy Officer
Date	15th August 2014

AGENDA ITEM 11

FALKIRK COUNCIL

Subject: **SCRUTINY PANEL UPDATE – PARTICIPATION AND ENGAGEMENT STRATEGY**
Meeting: **SCRUTINY COMMITTEE**
Date: **1 DECEMBER 2014**
Author: **DIRECTOR OF CORPORATE AND NEIGHBOURHOOD SERVICES**

1. INTRODUCTION

1.1 It was agreed at Council that one of Scrutiny Panels to be established this year would be on the implementation and review of the Council's Participation and Engagement Strategy. In order to take this forward, members of the panel met to agree a clear scope, determine the programme of work and meetings that would be required to take this forward timeously.

1.2 This report updates Committee on the arrangements for this latest Scrutiny Panel and the review of guidance for future Scrutiny Panels.

2. SCOPE AND FORMAT OF THE PANEL

2.1 The Panel, chaired by Councillor Black and with other Members being Provost Reid and Councillor Murray met in mid-November to refine the scope of the Scrutiny Panel. This meeting considered the scope, meeting schedule and also the final reporting deadline. The scoping document and meeting schedule are attached to this report for approval.

3. GUIDANCE FOR PANELS

3.1 Members will recall that at the last meeting of the Scrutiny Committee it was agreed that the guidance for Scrutiny Panels would be reviewed to include the checklist of questions as outlined in the National Report published by the Accounts Commission on the use of Options Appraisal. This is only one aspect of this guidance. Members will recall that the current guidance was drafted following a workshop with Members and was intended to provide a basic guide on the key aspects of scrutiny. This guidance could potentially be more comprehensive in supporting Members and Officers through the work of the panels.

3.2 It is therefore proposed that following the conclusion of the work of this Scrutiny Panel a small group of Members, who have participated in the Scrutiny Panels, review the guidance in its totality to ensure it is as helpful as it can be. This guidance must reflect the views of Members and be helpful to them in ensuring proper scrutiny of defined issues.

4. CONCLUSIONS

4.1 In line with the attached schedule, it is proposed that a robust scrutiny exercise is undertaken within a clearly defined timescale, with a view to reporting its findings back to this Committee in April, and then to the Executive in early summer 2015.

5. RECOMMENDATION

5.1 **It is recommended that Members agree the scope and framework for the scrutiny panel on participation and engagement; and**

5.2 **Note the intended review of guidance for Members on scrutiny.**

.....……..
DIRECTOR OF CORPORATE AND NEIGHBOURHOOD SERVICES

Date: 18 November 2014
Ref: ABC111413FC – Scrutiny Panel - CAB
Contact Name: Fiona Campbell EXT 6004

LIST OF BACKGROUND PAPERS

NIL

Any person wishing to inspect the background papers listed above should telephone Falkirk 01324 506004 and ask for Fiona Campbell.

Appendix 1

Scrutiny Panel:

The scope of this Panel is to examine the implementation of the Council's Community Participation Strategy and make recommendations on changes in the strategy and also practice where relevant.

The scrutiny will be undertaken by Provost Reid, and Councillors Black & Murray and chaired by Cllr Black.

The Panel will be supported by the following officers: Fiona Campbell and Jack Frawley

The review will be supported by the following officers: Caroline Binnie and Jonny Pickering

The suggested timetable of panel meetings will be as follows:

	Purpose of Meeting	**Date/Venue**	**Attendees**	**Public/Private Meeting**
1	**Scoping Meeting** Establish and agree the detailed scope of the scrutiny including establishing schedule of meetings/ visits / evidence and considering engagement with other elected Members.	6 November 2014	Members	Private
2	**Scrutiny Committee** Report scope of the Panel to Executive	1 December 2014		
3	**Background and Context** Present overview of how the Council as a whole has implemented the Community Participation Strategy, what issues we have with our approach and how they can be improved. The overview will include: • Background and focus of current strategy • A summary of progress • Engagement, participation and consultation – definitions and appropriateness • Achievements • Barriers to engagement /hard to reach groups	26 November 2014 9.30.	Members Documents: Info Pack containing - Have Your Say – the Community Participation Strategy for Falkirk Council - Progress report on action plan - Report on survey of participation activity - Report on Citizens Panel & sample surveys - Best Value Toolkit	Public

	• Summary of Citizen's Panel progress & results • Overview of activity Presentation by Caroline Binnie and Jonny Pickering. *(The schedule of meetings will be reviewed by the Panel after this first meeting to ensure all areas of interest are covered.)*		- Your Community Your Place conference report - Report on local community planning process	
4	**Service and Good Practice Overviews** Individual presentations from services, based on which services Members wish to call to provide evidence. Examples of good practice including Bo'ness Older Persons Asset Based Approach	15 January 2015 9.30 am	Members 10 min presentations from the following services on what they did, how they changes outcomes and what feedback was given. • Social Work • Housing • Education • Waste A briefing note will be prepared by all Services - to be provided to the Panel by 23rd December 2014. This will provide an outline of the consultation exercises noted in the service plan, of consultation undertaken, methods, means and topics as well as notes of outcomes and feedback post consultation.	Public

5	**Presentation on Community Learning & Development Including Local Community Plans** An explanation of the role of local community plans and the extent / scope of participatory engagement they involve. Also discussion of where they fit within the CPP process. **Evidence from citizen's panel, community organisations and representatives including Community Councils.** Are our current delivery arrangements meeting customer and community expectations? What is the current experience of engaging with the Council? How can we get better?	17 February 2105 1pm – 5 pm.	CLD Members of CP and community organisations	Public
7	**External Good Practice** Good practice elsewhere – what do other Councils do / achieve? Current issues, e.g. potential of social media, Presentation from Young Scot Case study presentation from another Council	26 February 2015 9.30 am	To be confirmed	Public
8	**Review meeting** Consideration of evidence Consideration of good practice Are any further information / reports required? What changes / recommendations do Members what to make?	26 February 2015 post external good practice meeting	Members and support officers.	Private
9	**Draft Report followed by summing up on findings** Final meeting for Members to consider and amend the draft report. This will include all the issues that have been raised and considering recommendations against the evidence heard and the discussions at previous sessions. This will include an assessment, for example, of effectiveness, efficiency, examples of good practice from elsewhere, quality of service, perceived areas of good practice and areas for further development.	19 March 2015 9.30 am	Members.	Private
	Final Report to Scrutiny Committee	2 April 2015	Members	Public