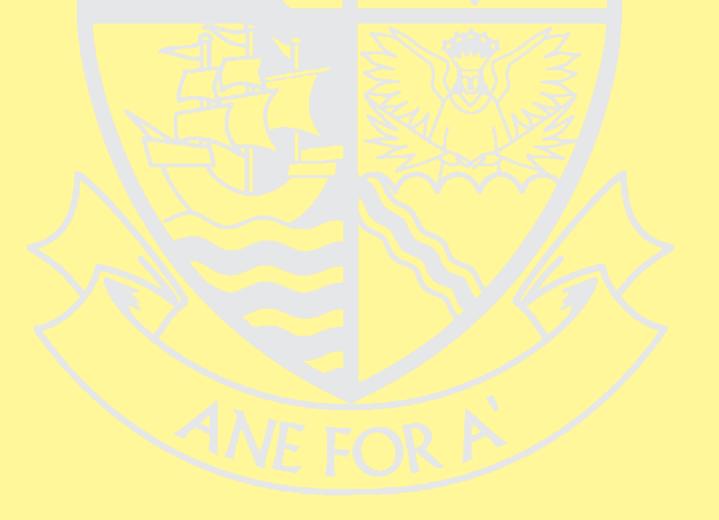
# Agenda Item 5

# Monitoring and Reporting on The Corporate Plan - One Council - People



# Falkirk Council

Title:Monitoring and Reporting on The Corporate Plan - One<br/>Council - PeopleMeeting:Scrutiny CommitteeDate:14 November 2019Submitted By:Director of Corporate and Housing Services

#### 1. Purpose of Report

The report provides performance information on the People priority of the Corporate Plan. This is a change the performance reporting format aimed at providing a 'One Council' approach to reporting on the three main priorities of the Corporate Plan; People, Place and Partnership.

#### 2. Recommendations

# 2.1 Scrutiny Committee is requested to: -

(1) note the new reporting format;

(2) consider the performance of the Council against the priority of people within the Corporate Plan; and

(3) note this is the first draft of the new report. Further development of the report will be included in the next report to Scrutiny.

#### 3. Background

- 3.1 In previous years, performance has been reported on a Service by Service basis. Reports have consisted of updates on service actions, important indicators and the Local Government Benchmarking Framework indicators, as well as any challenges, risks and changes that impact the delivery of services. The Performance Statement provided an update on progress towards the Corporate Plan priorities and the Strategic Outcomes and Locality Delivery Plan outcomes. Each Service reported their individual progress twice a year.
- 3.2 Under the Local Government Act 1992, the Accounts Commission has the statutory power to define how performance is reported to the public. The Publication of Information (Standards of Performance) Direction 2018 sets out the requirements to meet public performance reporting requirements. This in the past has been prescriptive, but local authorities now have the flexibility to report on information relevant to their communities, whilst considering core requirements.
- 3.3 The core requirements in The Direction 2018 are:
  - Setting out, and reporting on progress against, outcomes in conjunction with partners and communities

- Reporting the performance of service for which the council has prime responsibility
- Reporting progress against the council's Best Value duty (including self-assessment) and how it intends to improve.
- 3.5 In the previous Service Performance Reports, progress towards the SOLD and Corporate Plan priorities were reported on a Service basis and did not provide a complete overview of how we are progressing or impacting our priorities as a Council.
- 3.6 Reporting the Corporate Plan as One Council will provide a cohesive overview of the impact our actions are making and identify if improvement is required with Services working together towards the priorities of People, Place and Partnership.

The priorities set out in the Corporate Plan are as follows:

People

- Raising aspiration and ambition
- Reducing the impact of poverty on children and families

Place

- Growing our economy
- Improving the neighbourhoods we live in
- Promoting vibrant town centres

Partnership

- Working with communities to deliver better services
- Empowering and enabling people to be self-reliant
- Promoting stronger, more self-reliant communities
- 3.7 As part of our continuous improvement approach, officers are reviewing all aspects of the performance management framework. Reporting of the Corporate Plan is part of this review.

# 4. Future Reporting

4.1 To meet the requirements of The Direction 2018 reporting we will need to be clear about how we are delivering on the three key requirements.

Requirement	Evidence
Progress towards outcomes agreed	SOLD Scorecard (in development).
with partners and communities	Reporting the Corporate Plan as
	One Council (appendix 1).
Performance of services the Council	Service Themed Performance
has sole responsibility for	reports (to be reported in January).
	Local Government Benchmarking
	Framework (currently reported).

from others	Improvement Actions contained in reports, self-assessment and evaluation (currently reported). Inspections by professional bodies (currently reported).
-------------	---

- 4.2 All Council Services will contribute to a single report on each of the priorities; People, Place and Partnership. These priorities are high level and our Community Planning Partners are key to achieving the priorities. Their contribution is acknowledged in the Corporate Plan.
- 4.3 This first report (appendix 1) provides an update on the progress made towards People; raising aspiration and ambition and reducing the impact of poverty on children and families.
- 4.3 Included in the new report are actions from strategies such as the Fairer Falkirk 2019-2024 Strategy, Child Poverty Actions 2019 Report and Falkirk Children's' Commission Integrated Children's Services Plan 2017-2020.
- 4.6 The report template differs from previous Service reports. The relationship between the priority, actions and performance indicators is clearer, providing Members with an overview of progress towards each priority.
- 4.7 This is an evolving process, and we aim to keep reporting streamlined and balanced. Changes to the reporting format might be made over the next few reports as we work to improve reporting and monitoring of progress.
- 4.8 Over the next two meetings of the Committee, we will report on Place and Partnership, alongside more streamline themed performance reports. The themed performance reports will look at a specific Service provided, for example, waste, housing, education, looked after children. This is in development and will be reported in January.

# 5. Implications

Financial

5.1 Nil.

Resources

5.2 Nil.

Legal

5.3 This report takes account of our obligations to review and report on performance as part of our continuing response to Best Value.

# Risk

5.4 Reporting performance is essential to allow the Committee to monitor the Council's progress towards achevieing our priorities and delivering services. It allows us to identify where improvement is required and where we are at risk of not achieving best value.

# Equalities

5.5 While we report on equalities information as part of our mainstreaming report, we will seek over the coming months to integrate information on equalities in our performance reports.

# Sustainability/Environmental Impact

5.6 Nil.

# 6. Conclusions

6.1 The Performance Management Framework has been reviewed as part of our continuous improvement approach. Reporting to Scrutiny Committee is currently under review and a new format is presented in this report. This format may change as reports develop to ensure the report provides the correct level of detail for scrutiny.

Director of Corporate and Housing Services.

Author: Stuart Ritchie, Director of Corporate & Housing Services, 01324 506005 Date: 17 October 2019

#### Appendices:

Appendix 1 – People Performance Statement – April 2019 – September 2019

#### List of Background Papers: None

Local Government Act 1992 The Publication of Information (Standards of Performance) Direction 2018 Statutory Performance Indicators

# Appendix 1



**Corporate Plan** 

# **Performance Statement**

# PEOPLE

April 2019 to September 2019

# Key of Status Symbols

Action Status			PI Status		
$\mathbf{x}$	Cancelled	lert			
۲	Overdue; Neglected	$\triangle$	Warning		
$\triangle$	Unassigned; Check Progress	0	ок		
	Not Started; In Progress; Assigned	?	Unknown		
0	Completed	2	Data Only		

01 People - Raising asp	iration and ambition		
Action	Progress	Status	Responsibility
Deliver employment and training programmes to enable access to the workplace.	29-Oct-2019 The Employment and Training Unit provides a range of support measures training programmes, advice, etc. and is increasingly delivering a targeted service for those most excluded from the labour market. Specific support is available for care experienced young people, workless parents, ex-offenders, those with health conditions and disabilities. Since April 2018 as the only local authority to win the newly devolved employment support service Fair Start Scotland ETU has increasingly supported individuals with multiple barriers to entering the workplace. The significant increase in the number of people receiving employability support was due to the commencement of the Fair Start Scotland contract. This is much higher than profiled due to the number of voluntary referrals for support, especially individuals with more intense support needs. The reduction in the number of Modern Apprenticeship opportunities is primarily a reflection of reducing Council budgets, vacancy management and an overall reduction in head count, resulting in less MA opportunities being provided across Council services.		Employment & Training Manage (Temporary); Employment & Training Manage
	Over the last months there has been an increase in the number of graduates being employed by the Council. This has a number of benefits – firstly it brings new ideas and ways of thinking into the Council and secondly it supports young people to gain experience in their chosen field that will then help them access appropriate employment. This addresses an issue of underemployment of graduates at the moment.		
Develop a range of diverse CDL interventions aimed at reducing the poverty related attainment gap	This action is under development and an update will be made when available.		Community Learning and Development Manager
We will build capacity by engaging staff to develop practice to raise aspiration and ambition of children & young people.	<ul> <li>17-Oct-2019 We have implemented preventative spend budgets to support practitioners to engage with families and young people to jointly identify creative solutions which meets their needs.</li> <li>We require to further embed a self-directed support model to support co-production of solutions and identify support that is meaningful and based on what families themselves find helpful.</li> <li>We will further develop our workforce learning and development plan to align with the Closer to Home Strategy.</li> </ul>		Locality Co- ordinator
Target success by increasing expectations and ambition through stretching targets.	30-Oct-2019 Service Manager, Education and School, Support & Improvement (SSI) officers have worked with our Scottish Government Improvement Advisor on the Leading Improvement – Evidencing Impact Programme. This uses a collaborative <i>practicum</i> approach to scrutinising, analysing assessment data to both support and challenge improvement. The SSI Team have provided regular events and guidance clarifying raised performance expectations both locally and nationally.		Service Manager

Action	Progress	Status	Responsibility
Create fair, inclusive schools and services for all pupils by narrowing gaps and tackling inequity in the school system.	30-Sep-2019 This piece of work has now been completed. However, new actions will be generated linked to the revised Service Business Plan, as the overall national project is continuing.	0	Head of Education; Community Learning and Development Manager
	29-Oct-2019 The School Improvement Framework for 2018-2019 has been rolled out across our schools. Literacy and numeracy attainment strategies continue to be developed and refined, with web based resources being prepared for all Falkirk teachers. A dedicated officer is continuing to work with schools to raise attainment in numeracy, and a group of teachers have been trained to support consistent standards in literacy and numeracy. Officers in the Service and School Improvement Team (SSI) are continuing to undertake a schedule of school reviews in the current session in order to quality assure educational provision and support improvement in Falkirk schools. Literacy, numeracy, the use of data for improvement, and staff development are also being taken forward as work streams within the context of the Regional Collaborative. School leaver data this year (2019) shows clear evidence of improvement across all measures of literacy and numeracy at a pupil's point of exit from formal education. Primary schools have collated their Teacher Judgment data, which will be reported to Scottish Government by the end of August 2019.		Service Manager
Support a range of interventions, through Pupil Equity Fund PEF, that promote resilience and readiness to learn in children and young people.	<ul> <li>17-Oct-2019 PEF spend shows 6% spend on staff and 64% on Services. There has been continuing engagement with NHS Speech and Language Therapy Services.</li> <li>Outcomes will be reported in future reports to the Scottish Government's.</li> </ul>		Education Support Officer
Develop the young workforce through continuing development and diversification of the senior phase curriculum, the family firm approach and the mentoring programme.	01-Nov-2019 Development work progressing with all partners involved.		Head of Education

# Performance Indicators - On Target or Complete

# Performance Data Traffic Light: Green 1

	2017/18	2018/19	2019/20		
Performance Indicator/s	Value	Value	Value - YTD	Target	Benchmark
Number of jobs created/secured through Business Gateway with Council-funded support					
Target value is currently under review	840.5	816.5	435.5	187	None

# Performance Indicators - Alert

# Performance Data Traffic Light: Red 2

Performance	Indicator	2017/18	2018/19	2019/20 YTD	Target	Benchmark
Number of Mo	dern Apprentices in programmes managed by the Council	399	340	229	400	None
Progress						Responsibility
02-Oct-2019	This is a cumulative figure with 57% of the annual target achieved a starts in the quarter. It is unlikely the annual target will be achieved reduced due to budget and head count reductions.					Employment & Training Manager

Performance Indicator	2017/18	2018/19	2019/20 YTD	Target	Benchmark
Number of unemployed people accessing jobs via Council funded/operated employability programmes	401	446	232	400	None
Progress					Responsibility
02-Oct-2019 This is a cumulative figure with 96 from Q1 and 136 in Q2 resulting in 58% of the annual target. The 400 jobs should be achieved but it should be noted that ETU are working with more individuals with more intense support needs over a longer period of engagement.					Employment & Training Manager (Temporary);

# Performance Indicators - data not available at this time

# Performance Data Traffic Light: data not available: 2

Performance Indicator	2017/18	2018/19	2019/20 YTD	Target	Benchmark
Number of exclusions per 1,000 pupils - primary	7.5	9.5		10	Scotland 11.0 (16/17) 18/19 data due to be published December 19
Progress					Responsibility
01-Nov-2019       Contextual Information Exclusion rates in primary schools continue to be low and are below the Scottish average. This is due to a number of strategies including restorative practice and nurture. Staff also have a better understanding of adverse childhood experiences and are working more closely with partners to support some of our most vulnerable children.         Improvement Action       Officers will continue to support and challenge schools on this key measure. We will also continue to engage with partners to ensure early intervention for those requiring support as well as developing appropriate alternatives within all schools.					Performance Monitoring Officer

Performance In	dicator	2017/18	2018/19	2019/20 YTD	Target	Benchmark
Number of exclu	isions per 1,000 pupils - secondary	27.9	25.5		30	Scotland 47.7 (16/17) 18/19 data due to be published December 19
Progress						Responsibility
01-Nov-2019 Contextual Information Exclusion rates in secondary schools reduced from last year and are well below the Scottish average. This is due to a number of strategies including restorative practice and nurture. Staff also have a better understanding of adverse childhood experiences and are working more closely with partners to support some of our most vulnerable young people. Flexibility in the senior phase has also allowed schools to develop programmes of work to better suit the needs of these young people.						Performance Monitoring Officer
Improvement Action Officers will continue to support and challenge schools on this key measure. We will also continue to engage with partners to ensure early intervention for those requiring support as well as developing appropriate alternatives within all schools.						

Action	Progress	Status	Responsibility
Increase household income.	<ul> <li>10-Oct-2019 Increasing household income by checking benefit entitlement has been promoted on social media as part of #challenge poverty week. Our community advice services and the three area Citizen's Advice Bureaux continue to support people to manage their money and get the benefits they are entitled to.</li> <li>Additionally, we continue to work with the CAB Joint Action Group to move towards developing a service specification to procure services in the future. Over the past quarter this has included a session with procurement to discuss potential options and our engagement officer to discuss how we can involve service users in the design and development of the specification.</li> </ul>		Fairer Falkirk Manager
Prioritise disadvantaged communities when it comes to designing and delivering services.	29-Oct-2019 A possible co-location option is currently being developed for the Central Hub with architects engaged to produce a detailed design, timescale and cost for the work required to realise this opportunity. Additionally we are working with the partner organisation to seek approval for this co-location. A report on alternative options to the Library will be presented to the Executive in due course. Outreach has been introduced in Dawson and Camelon. The Hub outreach service is currently being reviewed to ensure it is reaching the people we are trying to provide services to.		Fairer Falkirk Manager
	09-Oct-2019 2019/20 Home Energy Efficiency Programme for Scotland Area Based Schemes (HEEPS:ABS): Total grant award for 2019/20 is <b>£829,304</b> . Contract extension to MP Rendering which will target the installation of external wall insulation to 78 owner occupied properties. 11 properties complete to date and the first claim of £90,275 submitted. Surveys have started and to date nearly 40 Owners have shown interest in taking part in the project. This funding will also go towards connecting 32 properties to Callendar Park district heating. District heating connections have started and the 11 Owners who have signed up for the heating will be installed in due course.		Property & Asse Manager; senior asset & investment co- ordinator
Reduce holiday hunger and improve access to activities during school holidays.	29-Oct-2019 The Council allocated additional resources this year to continue to support activity and meals during school holidays. The number of community organisations that have been supported through the small grants has increased and the number of children taking part in activities over the holiday period has also increased. In addition, a funding bid for a community larder has been progressed. The outcome/impact of this work has been that 13,651 meals were provided to 2641 children and 993 adults during the 2018 Summer Food Initiative. 91% of the people who participated within activities that focused on the development of food skills reported that it had led to an increase in confidence in cooking, with 100% reporting a continued use their skills following the activity. There has been an increase of 100% (6 to 12) in the number of food access points where vulnerable people can access food.		Fairer Falkirk Manager

Action	Progress	Status	Responsibility
	29-Oct-2019 The Fairer Falkirk refreshed strategy set out clearly our definitions of poverty and the minimum income standards. The underpinning plan is being taken forward by the partnership to ensure we maximise income, reduce debt and give more options for people to manage credit.		Fairer Falkirk Manager
Reduce the cost of the school day.	29-Oct-2019 The Council increased the amount available in school clothing grants to £120. We have also sought to understand from parents the cost of participating in school life and are working with schools to reduce this. The Council also recently agreed to implement a number of changes to entitlements to free school meals, breakfast clubs and instrument tuition from 2020/21 that will help parents reduce in school spend.		Fairer Falkirk Manager
Monitor the use of Pupil Equity Funding (PEF) by Falkirk schools and support the sharing of effective practice to close the poverty related attainment gap.	<ul> <li>31 Oct 2019 At the end of years 1 &amp; 2 (31 July 2019) the PEF Financial overall position showed all monies were fully spent.</li> <li>A Scottish Government return outlining expenditure and outcomes from Years1 &amp; 2 (to 31Jul19) has recently been completed on 31 October 19. Further information will be provided once this information has been analysed.</li> </ul>		Education Support Officer
Social work staff will ensure all service users are supported to receive welfare benefits checks.	<ul> <li>17-Oct-2019 Children and Families Social Work staff have been provided with the Universal Credit Toolkit for staff, and with Child Poverty Action Group training course information.</li> <li>Social work staff have been provided with the link to an e/learning module on Universal credit, given a Scottish Government leaflet on Universal credit and details of the DWP new universal credit website.</li> <li>Information is currently being collated about the number of staff who have completed the e/module, the usefulness of the learning resource and the impact the e module has had on practice. Information is being sought from Children and Families Team Managers.</li> </ul>		Locality Co- ordinator
Work with partners to enhance employability skills of service users within criminal justice by providing core skills training through Community Payback Orders.	29-Oct-2019 Community Justice Service is working in partnership with the Cyrenians and ETU to provide training opportunities to service users. This work supports not only improvement of employment opportunities but also a number of other key priorities including tacking substance misuse etc.		Service Manager - Criminal Justice

Action	Progress	Status	Responsibility
Prioritise disadvantaged communities when it comes to designing and delivering services using Realigning Children's Services survey data.		Head of Social Work Children's Services	
Improve access to services for the most vulnerable within our area.	03-Sep-2019 We are currently reviewing our response to concerns and concluding call handling standards with contact centre colleagues to improve our service user and partner agency experience. We are considering eligibility for services as part of a review of our response to concerns for vulnerable children. The work is built into the Best Practice In Child Protection work stream of Closer to Home		Head of Social Work Children's Services
Schools use research evidence and Pupil Equity Funding (PEF) to support family learning and parental engagement.	30-Oct-2019 The Education Division guidelines and development sessions have made explicit the expectation that PEF interventions and spend will improve pupil attainment, reduce the attainment gap and improve family learning and parental engagement. Refreshed guidance will be sent to schools in August 2019.		Service Manager
Tackle Food Poverty	<ul> <li>04-Nov-2019         Children's Services     </li> <li>We are currently evaluating our summer 2019 holiday food provision:         <ul> <li>13 community organisations to provide food and activities to 3756 children and their parents/carers.</li> <li>~210 children to take part in a weeks sports coaching including lunch and snacks</li> <li>Falkirk Foodbank provided 10 days of additional food to 238 families at risk of struggling with their food bills over the holidays Additionally, we have opened our holiday food small grants fund to support the provision of food and activities during the October and December/January holidays.</li> </ul> </li> <li>We supported a consortium of community organisations to apply for funding from the Scottish Government to take forward community food plans including developing community pantries, and are awaiting the outcome of that application.</li> <li>Corporate &amp; Housing Services         <ul> <li>Falkirk Children's Commission held 2 Wider Commission events to explore how partners can work together to reduce the stigma of poverty. Partners, including schools, committed to undertake various local actions to support this agenda.</li> <li>Over the past year, online applications have been developed and introduced for Education Maintenance Allowances, Clothing Grants and Free School Meals. COMPLETE 99% of EMA applications submitted online, CG/FME 89% submitted online (note: only around 35% of people actually needed to apply for CG/FME–most</li> </ul> </li> </ul>		Fairer Falkirk Manager

Action	Progress	Status	Responsibility
	<ul> <li>were 'rolled forward' subject to background checks).</li> <li>Payimpact system purchased for all schools. This online payment system for school meals and activities has now been introduced across all of our primary schools. This has removed the need for cash tills and will greatly reduce the volume of cash handled by school admin staff.</li> <li>Council agreed on 25/9/19 to extend the qualifying criteria for free school meals, breakfast clubs and music tuition from April 2020.</li> </ul>		
Tackle the stigma of poverty	<ul> <li>04-Nov-2019 Childrens Services I-Payimpact - Server installed January 2019, data &amp; privacy notices updated. Parental engagement commencing in pilot schools. Pilot to be completed by Easter 2019. Corporate &amp; Housing Services The Fairer Culture met for the first time in September 2019. The group planned activities for #challenge poverty week and agreed to reconvene afterwards to look at further actions. Falkirk Children's Commission held 2 Wider Commission events to explore how partners can work together to reduce the stigma of poverty. Partners, including schools, committed to undertake various local actions to support this agenda. Over the past year, online applications have been developed and introduced for Education Maintenance Allowances, Clothing Grants and Free School Meals. COMPLETE 99% of EMA applications submitted online, CG/FME 89% submitted online (note: only around 35% of people actually needed to apply for CG/FME – most were "rolled forward" subject to background checks). I-Payimpact system purchased for all schools. This online payment system for school meals and activities has now been introduced across all of our primary schools. This has removed the need for cash tills and will greatly reduce the volume of cash handled by school admin staff. Council agreed on 25/9/19 to extend the qualifying criteria for free school meals, breakfast clubs and music tuition from April 2020.</li></ul>		Fairer Falkirk Manager

# Performance Indicators - On Target or Complete

# Performance Data Traffic Light: Green 1

	2017/18	2018/19	2019/20		
Performance Indicator/s	Value	Value	Value YTD	Target	Benchmark
Percentage of settled accommodation secured by unintentionally homeless applicants	91.9%	92.1%	96.7%	89.0%	69.0% (Scottish Government report on Operation of Homeless Persons Legislation 2017/18) Average

# Performance Indicators - data not available at this time

# Performance Data Traffic Light: data not available at this time: 4

Performance Indicator	2017/18	2018/19	2019/20 YTD	Target	Benchmark
Uptake of Free School Meals - Primary	83.3%	84.2%		84.2%	Scottish Average (2018/19) = 79.2%
Progress					
04-Nov-2019 2019/20 Data regarding school meals and uptake levels is collected nationally by the Scottish Government as an annual census exercise in February. This data is used to populate our Performance Indicators.					Performance Monitoring Officer
Target = Scottish Average +5%					

Performance Indicator	2017/18	2018/19	2019/20 YTD	Target	Benchmark
Uptake of universal Free School Meals - P1 to P3	82.1%	83.9%		84%	Scottish Average (2018/19) = 79%
Progress					Responsibility

2019/20 Data regarding school meals and uptake levels is collected nationally by the Scottish Government as an annual census exercise in February. This data is used to populate our Performance Indicators.	Performance Monitoring Officer
Target = Scottish average +5%	

Performance Indicator	2017/18	2018/19	2019/20 YTD	Target	Benchmark
Uptake of Free School Meals - P4 to P7	89.2%	85.9%		84.9%	Scottish Average (2018/19) = 79.9%
Progress					Responsibility
04-Nov-2019 2019/20 Data regarding school meals and uptake levels is collected nationally by the Scottish Government as an annual census exercise in February. This data is used to populate our Performance Indicators.					Performance Monitoring Officer
Target = Scottish average +5%					

Performance Indi	icator	2017/18	2018/19	2019/20 YTD	Target	Benchmark
Uptake of Free Sc	chool Meals - Secondary	84.8%	79.3%		75.9%	Scottish Average (2018/19) = 70.9%
Progress	Progress					Responsibility
04-Nov-2019 2019/20 Data regarding school meals and uptake levels is collected nationally by the Scottish Government as an annual census exercise in February. This data is used to populate our Performance Indicators.					Performance Monitoring Officer	
Та	arget = Scottish average +5%					

# Performance Indicators - Data Only

# Performance Data Traffic Light: Data Only 7

	2017/18 Value	2018/19 Value	2019/20				
Performance Indicator/s			Value YTD Target		Benchmark		
Practitioner is confident they understand impact of poverty: Average scores pre- awareness briefing							
Practitioner is confident they understand impact of poverty: Average scores post- awareness briefing							
No. of children with identified speech, language & communication concerns at 27 - 30m review (median)			New Performance Indicators Under				
% of children in LA nurseries receiving free snacks and meals							
No. of FSM registered children accessing summer programmes			Development				
No. of FSM registered children accessing a food bank over the summer holidays							
No. of Children in clinically obese range at P1							