



## Stirling Council Annual Report 2009/10

Stirlingperforms

### Foreword from the Council Leader

2009/10 was a challenging year. The influence of the recession was felt nationally in terms of its impact on the economy and jobs, house building, and the numbers of people seeking assistance from the Council. Over the course of the year it became increasingly clear that Scotland's public services were facing a very difficult financial future.

However, our organisation was better placed than many to face these challenges. We adapted quickly to the new reality and efficiencies made have already achieved total savings of £6m. Our commitment to delivering efficient, effective and customer-focused services is as strong as ever.

As detailed in this Annual Review, we were able to deliver a range of effective services and make significant progress towards the priorities we have identified as a Council and with our Community Planning partners.

- In relation to the economy, the growth of collaborative working such as the continued development of the Stirling Business Panel is an important step forward that puts us in prime position to maximise opportunities for economic recovery.
- Having successfully accessed funding from the Scottish Government we have begun to address the lack of local affordable housing while at the same time working to address homelessness. An inspection of our Housing Services by the Scottish Housing Regulator has given us the basis on which to continue to improve our housing services.
- Encouraging lifelong learning is another priority and in 2009/10 we continued to see educational attainment levels overall in Stirling significantly above the Scottish average and new efforts to improve the performance of the lowest attaining 20% of young people. The number of adult learners achieving their aspirations was also well above target.
- A detailed internal review of our care services for older people made a number of recommendations. These and actions arising from external inspections of our care services will lead to improvements to the care that older people receive.
- Environmental improvements have included award-winning work on innovative approaches to local environmental audit and management, continued development of our waste management services, and the completion of restoration work in Stirling's Old Town Cemetery.

These examples represent real achievements and progress. I recognise, however, that there is no room for complacency. Our Annual Improvement Statement, included in the Annual Review, identifies those areas where improvement effort and resources must continue to be focussed. These include continuing to ensure the protection and care of vulnerable citizens and the upkeep and maintenance of our roads.

Another priority is to consider more efficient and productive ways of working across the whole organisation, providing excellent customer service and making the best use of tight resources. This means we need to be open to major changes in the way services are delivered.

There are enormous challenges ahead, but I believe that as this Annual Review 2009/10 shows, we are well positioned to meet them.

## **Foreword from the Chief Executive**

My appointment as Chief Executive took effect from 1<sup>st</sup> May 2009. My first action was to finalise the organisational review and restructuring of management arrangements in the Council. Together with other efficiencies, this enabled us to secure over £6 million of savings over the course of 2009/10.

We know we will have to make further substantial savings in the years ahead, and we are in a good position to do this.

It has been a difficult year as colleagues adjust to this level of change, and some of our customer service performance targets have not been met in relation to telephone answering and dealing with complaints and enquiries. Staff absenteeism is also an area of concern. We are working to put both right.

On the whole however, the performance information detailed in the 2009/10 Annual Review shows that these changes have been effective in delivering efficiency savings and improving performance. For example, our Council Tax collection rates are the best of any mainland Council in Scotland. And we are continuing to improve the way we manage our performance, including improved transparency through regular public reporting of a wide range of performance information on our website.

We should consider the next few years as an opportunity to develop more options for efficiencies and service improvements. Already we are looking at joint –working and shared services, better value deals for what we buy, reviewing how we use office space and how our employment costs can be reduced.

Stirling Council is in a stronger position than most other Scottish councils to face the challenges ahead because of work done in 2009/10. Our achievements show that we are capable of making major changes while maintaining our performance. This will underpin our approach as we move forward.

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## Introduction

Stirling Council's Annual Report presents an update on progress made by the Council towards its objectives and performance targets during the previous financial year of 2009/10. The report's structure is based on 'Shaping Stirling', Stirling Council's Strategic Plan, and is centred around the five Strategic Topics and three Strategic Themes shown in the table below.

Strategic Topics
<ol style="list-style-type: none"> <li>1. Making Stirling a place with a <b>vibrant economy</b> that is open for business</li> <li>2. Making Stirling a place with <b>jobs and opportunities</b> for all</li> <li>3. Making Stirling a place where <b>lifelong learning</b> is valued and encouraged</li> <li>4. Making Stirling a place where <b>improved wellbeing</b> adds life to years, not just years to life</li> <li>5. Making Stirling a place with a high <b>quality environment</b></li> </ol>
Strategic Themes
<ol style="list-style-type: none"> <li>A. Making <b>services better</b></li> <li>B. Encouraging <b>participation and responsibility</b></li> <li>C. Making <b>Stirling</b> more <b>sustainable</b></li> </ol>

For each Theme/Topic this report provides an update on the relevant **Priority Actions** in the Strategic Plan, outlining activities and achievements that have taken place during the year.

There is also a selection of **Performance Trends** relating to key areas of service delivery. The performance indicators presented are a combination of the Statutory Performance Indicators, as determined by Audit Scotland, and indicators from the Council's local performance reporting mechanism - Stirling Performs.

A full report on these key performance indicators can be found in Appendix 1 of this report. Further performance-related information can also be accessed on the Stirling Council website: <http://www.stirling.gov.uk/index/council/stirlingperforms.htm>. This includes an overview of the Council's Performance Management Framework and a compendium of background information for each indicator, as well as the monthly and quarterly reports that are presented to Council Management Team and the Service Delivery and Performance Committee.

For each of the graphs in this report the following symbols have been used:

Status:	3 Year Trend:
✓ Above or on target	↑ Improving
▲ Below target but within tolerance *	→ Steady
● Below target and outwith tolerance	↓ Deteriorating

Where relevant, this report also provides information relating to **Inspection and Scrutiny**, detailing the major inspections that the Council's services have been subject to this year along with the main recommendations made and how these have been progressed. Copies of inspection reports can again be accessed on the Stirling Council website: <http://www.stirling.gov.uk/index/council/stirlingperforms/inspections.htm>

Finally, the Stirling Council Annual Improvement Statement is included at Appendix 2. The Annual Improvement Statement shows the priority improvement actions identified for the coming year. These priorities are compiled from a variety of sources including external inspections, internal scrutiny reviews, statutory performance indicators and Stirling Performs.

\* Further explanation of terms such as 'target' and 'tolerance' are available in the compendium of background information on the Stirling Council website: <http://www.stirling.gov.uk/index/council/stirlingperforms.htm>

## Vibrant Economy

Stirling Council wants to make sure that the area continues to be a location of choice, with a growing population and a vibrant economy that is open for business even during the recent economic downturn. The Council is able to influence this aim by taking a strategic approach to economic development and working closely with its partners in both the public and business sectors.

### Strategic Plan Priority Action Progress

#### **Collaborate with major employers to develop and grow business through partnership working, including development of the Stirling Business Panel.**

At the end of March 2010 Stirling Business Panel – consisting of local business representatives – exceeded 580 members. The Panel hosted several events throughout 2009/10, including a 'Funding & Innovation Support' event in September, the launch of the Stirling Economic Strategy in November, and a 'Have Your Say' event in March. Events have been well attended and feedback from participants has been very positive. Preparations are now underway to host a business-to-business trade show for local businesses in September 2010.

The Stirling Business Panel Website, [www.stirlingbusinesspanel.org](http://www.stirlingbusinesspanel.org), was launched in September 2009. The 2009 Business Survey then followed in October, and a response rate of 42% was achieved. The results were published on the website in February 2010.

#### **Support business research and development through better business, higher education links and Stirling University Innovation Park.**

This year the University of Stirling secured £1.3m to fund the Sporting Chance Initiative, a project to support small and medium sized businesses in Scotland to identify and take advantage of sports-related commercial opportunities. While the project will support businesses across Scotland, it is anticipated that the combination of Stirling's existing strong reputation in relation to sport, the location of the Initiative team at the Innovation Park and the number of events and project activities that will take place in Stirling, will lead to a high number of local businesses benefiting from the programme through increased turnover and the creation of new jobs. Stirling Council has approved match funding of £300k over three years to support the Sporting Chance Initiative.

#### **Provide property search services for businesses locating in Stirling and local businesses with business space requirements.**

Emerging from the economic downturn, the number of enquiries towards the end of 2009/10 has shown an improvement, and compares positively with the same period of the previous year. Data shows ongoing availability is still low for industrial space when compared with the Scottish average, which has contributed towards new speculative unit developments coming forward.

#### **Develop and deliver a Business Space Action Plan.**

The Stirling Business Space Strategy and Action Plan provides details of the local business property market and current stock, estimates future demand and considers appropriate delivery mechanisms for the development of suitable business property to support the local economy. They can be accessed online: [http://www.stirling.gov.uk/business\\_space\\_strategy\\_2010.pdf](http://www.stirling.gov.uk/business_space_strategy_2010.pdf). A more concise version is being prepared, following the launch of 'Open for Business', Stirling's Economic Development Strategy.

**Proactively support rural businesses and business associations, including continuation of a rural mentoring scheme and national park apprenticeship scheme.**

At the end of March 2010, 32 businesses were engaged with the Trossachs Enterprise & Rural Mentoring Scheme. Solid links have also been established with Stirling Enterprise Park and Business Gateway.

In March 2010 the National Park Apprentice Scheme delivered a presentation at the Scottish Parliament, as a model of good practice. There are now aspirations to carry out research to see if the project model can be applied to other rural economic activities.

**Jointly work with Perth and Kinross Council and other surrounding areas to investigate, develop and implement areas for collaboration in strategic economic development.**

The RACMSA Rally of Scotland 2009 took place in November, involving partnership working with International Motor Sports, EventScotland and Perth & Kinross Council. The Rally was a great success, attracting many drivers and spectators from around the globe and the Stirling area received excellent media coverage. This had a positive economic impact, with a number of accommodation providers highlighting increased business at a traditionally slow time of year.

**Produce a revised Economic Development Strategy for Stirling.**

Stirling's Economic Development Strategy "Open for Business" was launched in November 2009 (<http://www.stirling.gov.uk/communityplanning09.pdf>). Action plans are now being developed to deliver outcomes focused on economic success, business support, skills development and access to jobs, financial inclusion, communicating confidence and building for the future.

**Develop and implement a Stirling Tourism Action Plan.**

A successful bid was made to Homecoming 2009 that allowed the Council to provide an enhanced programme of activities around St Andrew's Day as a finale to the Year of Homecoming and to start Stirling's Winter Festival.

Work is now also underway in relation to Visitor Management on East Loch Lomondside. This is a joint project between the Council, the National Park Authority, Forestry Commission Scotland, Central Scotland Police and local communities, aimed at joint action to manage the impact of visitor activity in the area, improving the experience for both visitors and local residents. In support of this project, the Council approved a set of Outdoor Drinking Byelaws in April.

Also this year, a three-year contract to undertake the City of Stirling Visitor Survey was awarded. This will enable the Council to benchmark against other cities and previous surveys, and to gauge the impact of projects such as those described above.

**Develop and implement a Cultural Strategy and Action Plan.**

"Enjoying Life in Stirling", the Cultural Strategy, was formally launched at the end of February 2010 and was followed by a weekend of activity hosted and delivered by Cultural Forum partners. A promotional DVD was produced to coincide with the strategy launch. Partners are now taking forward discussions on mechanisms to put further detail to the 'Big Actions' contained in the strategy, and how they will be implemented in relation to five key priorities-building stronger cultural communities; capturing ideas and encouraging participation; improving cultural programmes; helping people to keep learning and trying new things and building a thriving cultural economy.

### Develop and implement a City Centre Strategy and Action Plan.

With the involvement of Architecture and Design Scotland, a City Visioning Exercise has been carried out involving a cross section of the community, focusing on potential development scenarios to improve the City Centre economy and environment. The study concluded that Stirling City Centre is the principal focus and driver of economic activity for the Council area, and a City Centre Strategy will be developed to promote its vitality, viability and vibrancy.

### Improve access for businesses, visitors and residents through implementation of the Regional and Local Transport Strategies.

Access continues to be improved through implementation of the Local Transport Strategy ([http://www.stirling.gov.uk/stirling\\_local\\_transport\\_strategy.pdf](http://www.stirling.gov.uk/stirling_local_transport_strategy.pdf)), with ongoing work to deliver projects including safer routes to schools, street lighting, cycle and walking paths, safer streets, 20 mph and travel to school zones, and roads and transport maintenance. This year the Council has developed a cycle map for the Stirling City area highlighting routes that are suitable for cyclists. The map is available free from locations including libraries, bike shops and Council Offices, and will also be available on the Council's web site later in 2010.

### Improve the desirability of Stirling City as a place to visit and a place for business through city centre improvements.

The main city centre improvements undertaken in 2009/10 have been the second phase of developments at Friars Street. Consultations have taken place on a regular basis with city centre businesses to ensure the impact of the works on the city centre economy is kept to a minimum. To ensure concerns and issues can be addressed, a regular business liaison group led by the Roads and Transport Service, including business representatives, contractors and the City Centre Initiative Manager, has been convened.

Patronage figures for both Park and Ride services continue to grow and the Castleview Park and Ride service has been extended to Stirling Royal Infirmary. A proposal to extend the service to directly access Castle Business Park and consultation with Business Park representatives has begun.

The £17 million Old Town Cemetery restoration was completed in July 2009 and is expected to be a major attraction for visitors.

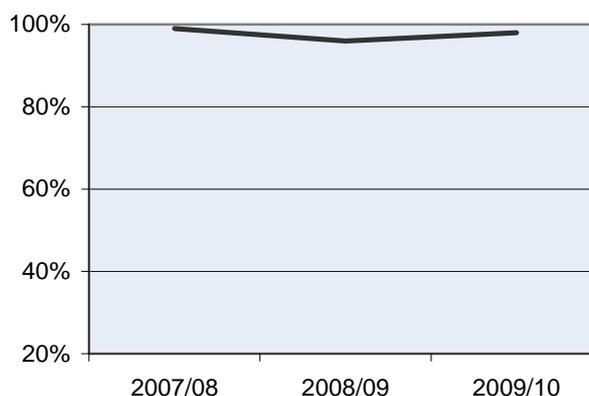
## Performance Trends

### Percentage of food hygiene premises that were inspected on time.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	99%	96%	98%	➔

	Status
Current Target:	95% ✓

Inspections identify potential risks arising from the processing, cooking, handling and storage of food. This indicator reports planned inspection workload and success in achieving inspection targets. This year 98% of inspections were carried out on time, which is above the target of 95%.

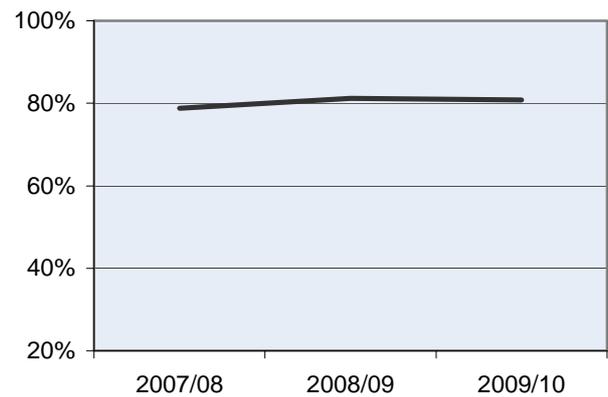


### Percentage of consumer complaints dealt with by Trading Standards within 14 days.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	78.8%	81.2%	80.8%	➡

		Status
Current Target:	75%	✓

This year there has been a very slight decrease in performance for consumer complaints, from 81.2% to 80.8%, which was in part due to staff sickness and a higher proportion of more complex complaints. However performance is still well above the target of 75%.

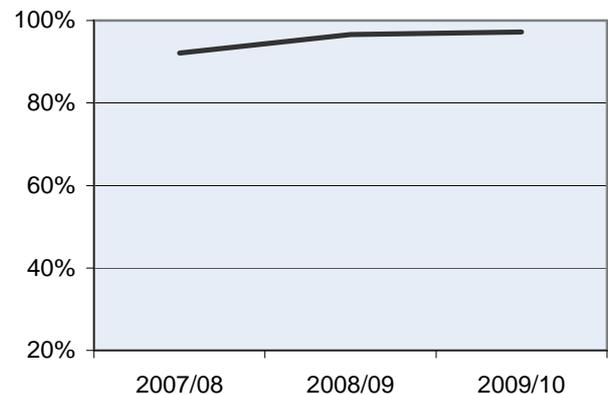


### Percentage of business advice requests dealt with by Trading Standards within 14 days.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	92.1%	96.6%	97.2%	⬆

		Status
Current Target:	90%	✓

There has been a slight improvement in performance for business advice requests from 96.6% to 97.2% being dealt with within the 14 day timescale. This is again well above the target of 90%.

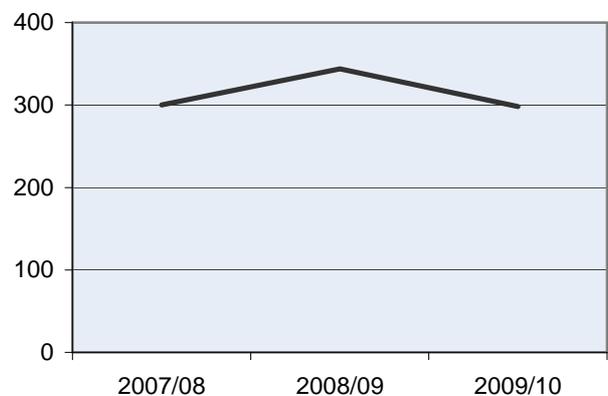


### Number of housing completions within the Stirling Council area.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	300	344	298	⬇

		Status
Current Target:	304	▲

For housing completions the levels reported this year have decreased from 344 to 298. House building has been directly impacted by the recent economic downturn. However, despite this difficult context performance is only slightly below the target of 304 house completions per year.



## **Jobs and Opportunities**

One of the Council's strategic aims is to ensure that the area is a place with jobs and opportunities for all. Stirling continues to be a place where there are significant differences in income and life outcomes amongst its communities. The Council will make sure that people across the Stirling area have access to a range of core services, and take targeted action where poverty, cultural differences, vulnerability or geographic isolation may make it harder for people to access opportunities.

## **Strategic Plan Priority Action Progress**

### **Provide affordable and social rented housing to meet needs**

The Scottish Government has awarded the Council over £2 million of funding to assist with the building of new Council houses over four sites. The new Local Development Plan will identify sites for affordable housing and will be used in conjunction with the new Local Housing Strategy to bring forward plans and policies to help secure delivery. A further bid for funding will be made during 2010.

### **Deliver the Homelessness Strategy**

An important part of the Homelessness Strategy is increasing the number of temporary accommodation units in the Stirling Council area. The number of units as at April 2010 was 242, and Stirling continues to have an average of 95 households in bed and breakfast accommodation each night. Housing Services are exploring the possibility of using extra hostel accommodation for those applicants with high support needs, to aid transition to permanent accommodation and encourage sustainable tenancies. The number of mainstream Council properties available to be used as dispersed lets has increased by a further 11 this quarter, and Housing Services are seeking 4 more. In addition, the Council has been looking at opportunities to purchase new private sector properties available on the open market and has successfully managed to purchase nine properties this year.

### **Develop specialist and adapted housing to address the housing need of individuals with care needs**

Housing Services are working with Social Care Services and Forth Housing Association to provide supported accommodation for older people, people with mental health related issues and people with learning disabilities on a variety of sites, including houses for older people in Raploch and Bannockburn. Some of these houses will be provided by the Council as part of the new council house-building programme.

### **Support young people to make a successful transition from schools to jobs, further education or training and independence**

Youth Services has continued to support young people on training programmes during 2009/10. This includes participation in the Access to Construction, Access to Motor Vehicle, Choices in Care, Rural Skills and pre-apprenticeship schemes. These programmes continue to offer accreditation in sector skills, self-development opportunities and work experience. Also, in partnership with other Stirling Council services, 5 young people are undertaking the Skillseeker Level 2 Road worker's qualification and are expected to complete this in Summer 2010.

Several young people received individually tailored support and learning packages to address the complex issues preventing their ability to access employment or educational opportunities within Stirling.

### Ensure adequate childcare is available

2010 reporting shows that the Council is fulfilling its statutory responsibilities to provide up to 15 hours of pre-school education per week for the requisite number of weeks, in respect of all eligible children whose parents seek places for them. There is therefore capacity for all 3 and 4 year old children to access places within the Council area for every parent who chooses.

### Focus advice services to provide options and solutions to a range of serious financial and quality of life problems

To help raise awareness of the effects of the credit crunch and highlight some of the solutions available, a Financial Inclusion conference is being organised under the auspices of the Community Planning Partnership Economic Partnership. This is planned for Autumn 2010.

In addition to the £75,000 already committed by MacMillan Cancer Support to Stirling Council to allow for the continuation of the Money Matters initiative, further funding has now been secured to expand this service to help those dealing with other long-term conditions, as well as cancer. The initiative provides financial advice for people and their families who are dealing with the social and economic impact of living with these conditions. This additional funding will be used over the next two years.

### Develop and implement equalities schemes and action plans and review these annually

Work is underway to review and refresh the Council's statutory Gender Equality Scheme. The Council Management Team has also reviewed the role, remit and membership of the Council's Diversity Working Group to reflect the new management arrangements within the Council and to allow better focus on the priorities within the Equalities and Diversities agenda, including movement towards a Single Equality scheme for the Council.

### Invest in support for rural businesses and communities

The Forth Valley and Lomond LEADER Local Action Group continues to award European and Scottish Government funding through the Scottish Rural Development Plan. Several projects have benefited from this funding during 2009/10, including Camphill Blairdrummond for its In Touch and Craft New Build project, and Thornhill Development Trust for its New Community Future project.

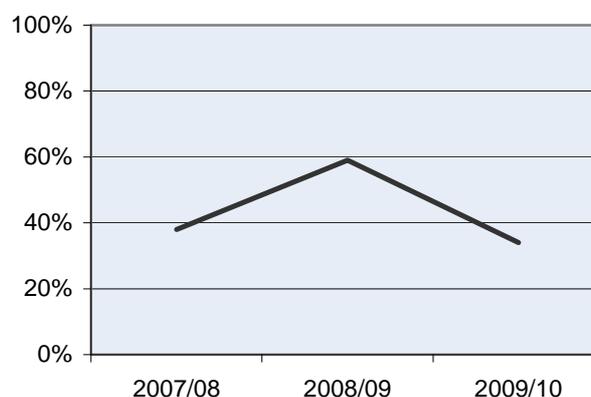
## Performance Trends

### Percentage of young people moving into training, employment or further education.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	38%	59%	34%	↓

	Status
Current Target:	48% ●

This indicator monitors youth learning clients who successfully move into training, employment or education. The level has dropped this year to 34%, with the economic climate reducing the opportunities available for young people. The Council will continue to work with partners such as local colleges and employers to maximise these opportunities. This has been included as a priority in the 2010/11 Annual Improvement Statement for (Appendix 2).

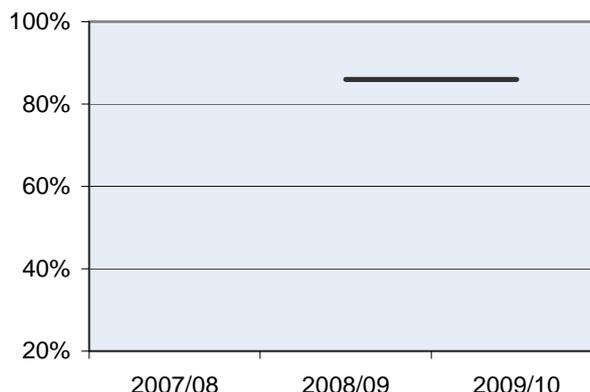


**Percentage of Employability clients moving into training, employment, education or voluntary activity.**

Year:	2007/08	2008/09	2009/10	Trend
Performance:		86%	86%	➡

		Status
Current Target:	72%	✓

Employability helps people overcome different kinds of barriers to getting a job, sustaining the post and being able to lead an independent life. This year the team supported 129 clients to achieve positive outcomes.

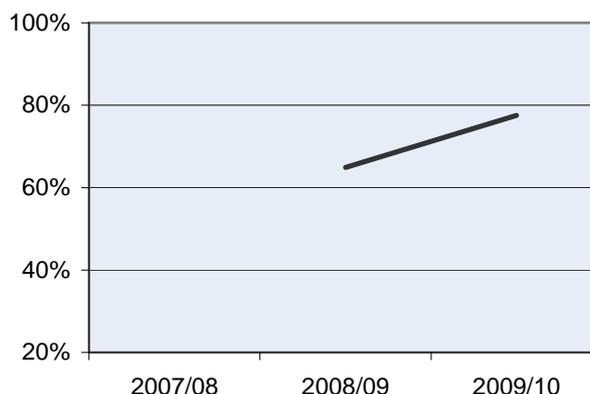


**Percentage of homeless decision notifications issued within 28 days.**

Year:	2007/08	2008/09	2009/10	Trend
Performance:		64.9%	77.5%	⬆

		Status
Current Target:	80%	▲

Performance is slightly below target for this year at 77.5%. However, there has been significant improvement this year, compared to last year when this indicator was first introduced. The time taken to complete an assessment should decrease over time because of legislative changes to the homeless assessment process.

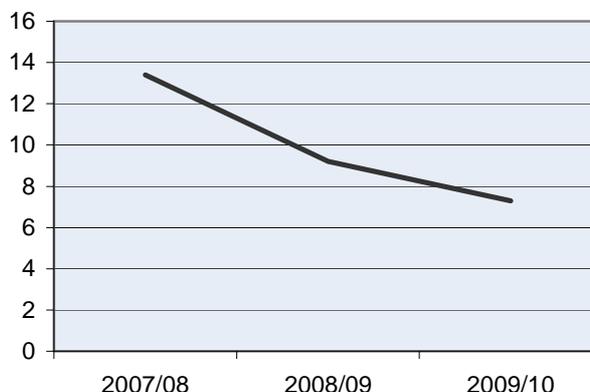


**Average time to process new and event change benefits claims (days).**

Year:	2007/08	2008/09	2009/10	Trend
Performance:	13.4	9.2	7.3	⬆

		Status
Current Target:	6 max	▲

This indicator measures efficiency in processing benefit applications. Performance has improved this year to 7.3 days, but is still slightly above the maximum target of 6. Performance has been affected by the complexity of claims and the amount of information required from claimants, though it should be noted that Stirling's performance remains in the top 8 when compared to the national picture.



## Inspection and Scrutiny

### Scottish Housing Regulator Inspection

The Scottish Housing Regulator's final inspection report was published in March 2010 and the Council's Housing Services were awarded a C grade. The key recommendations made are as follows:

Across all of its landlord activities the Council should:

- Improve the equalities information it gathers relating to applicants and tenants and continue to develop its approach to equalities.
- Ensure that its new ICT system is commissioned as soon as possible.
- Continue to develop its performance management framework.
- Continue to develop its approach to tenant participation.

In housing management the Council should:

- Complete the review of its allocations policy.
- Improve its approach to the management of antisocial behaviour.
- Be more active in promoting access to its housing list.
- Improve the time it takes to put applicants on its housing list.

In asset management and the repairs service the Council should:

- Comply with its statutory obligations under Right to Repair.
- Address the procurement issues raised in its recent internal audit report.
- Improve the information it holds on the condition of its houses.
- Improve the management and reporting of responsive repairs performance.

The Council has now developed an Improvement Plan to address these recommendations. Progressing this Improvement Plan is identified in the Annual Improvement Statement as a priority for the Council during the coming year (Appendix 2).

## Lifelong Learning

The Council wants Stirling to be a place where lifelong learning is encouraged and valued, providing learning for all people at all ages. Stirling is already a high performing education authority, with good schools and high overall levels of attainment. The Council aims to ensure the area's schools continue to provide a high quality education, and increase the opportunities for learning after school so that people can achieve their personal, community and economic goals throughout their lives.

## Strategic Plan Priority Action Progress

### **Improve performance in all schools and nurseries, with specific focus on the performance of the lowest attaining 20% of young people**

A number of primary and secondary schools are using specific strategies to improve the performance of the lowest 20% of young people. Some pupils take part in a Welcome Club before the school day and during intervals and lunchtime are invited to attend a Fun Time Club, with both of these being supported by staff volunteers and Support for Learning Assistants. Duke of Edinburgh and Asdan & Activate courses continue to be offered across the secondary sector. Key Workers from Careers Scotland and Youth Projects have identified and worked with small numbers of pupils to support literacy, numeracy and life skills. Significant support is also provided in the primary sector to improve performance in reading, writing and maths.

As part of the restructuring of additional support needs (ASN) resources, the centrally funded staffing within secondary schools was reallocated this year according to the needs of children and young people with significant learning needs. The intention of the restructuring is to ensure that all Stirling secondary schools have the capacity to meet the needs of young people with significant learning needs within their own communities rather than being placed within an authority provision.

Educational attainment levels overall in Stirling are again significantly above the Scottish average. 2009 results for S4 show Stirling to be better than the national average and compare favourably with comparator authorities. S5 and S6 results show Stirling to be in the top three or four local authorities with the highest levels of attainment across Scotland.

### **Locally implement key national strategies including Curriculum for Excellence and Assessment is for Learning**

Stirling's Framework for Implementation of the national education programme Curriculum for Excellence was finalised this year. This document details the key priorities for the next three years for all schools and nurseries. The Framework takes account of national timelines and priorities and the Council's priorities, whilst enabling local needs to be addressed. All Stirling establishments are in a good position to take forward identified areas for development and improvement.

A framework for Stirling's approach to early learning has also been developed and published. The framework sets out the Council's current understanding and approaches to making children's early learning visible.

Pre-school provision has been expanded with an increase in entitlement to 570 hours for all 3 and 4 year olds across all nurseries including partner providers.

In response to identified needs following early literacy staff development in November 2009, a working group was established this year to explore phonological awareness. The group has created a series of support resources that are available to all educators. In addition, over eighty

educators have participated in further training to develop their knowledge and understanding within this area.

'Literacy across learning' was the theme of the recent Curriculum for Excellence newsletter, which communicated key national messages as well as providing a forum for educators to celebrate examples of good practice in early literacy.

### **Provide enhanced sports, arts and cultural opportunities for children**

The Council's musical inclusion programmes, Pump Up The Jam, Plugged In, and ReLoaded all took place in March and April 2009.

Active Stirling's Active Schools team have programmed sporting and physical activity opportunities as part of the St Modan's School of Ambition Programme over the academic year. This programme allows all S1 to S4 pupils takes part in a variety of activities in school and at The Peak facilities. The programme has been recognised and acclaimed as part of the school's HMIE inspection and has been reported by the Times Educational Supplement and BBC Reporting Scotland.

### **Implement the Schools Estate Management Plan to ensure high quality learning and teaching environments**

The handover of the first phase of Bannockburn High School was completed ahead of programme in February 2010. Work has now commenced on the second wing and central block of the main building with completion targeted for August 2010 (achievement of this would see completion half a term ahead of programme). The design brief for Cowie Primary School has been completed and detailed design work commenced, with commencement on site planned for late 2010/11. Other design works nearing completion include window replacement at Braehead Primary and upgrading of the heating system at Callander Primary, with work due to be undertaken in the summer. Works to refurbish the old Whins of Milton School to facilitate the relocation of the Secondary Student Support Service from Edward Avenue in Riverside are about to commence.

### **Develop and implement a Community Learning and Development (CLD) Strategy by the Learning in Communities Critical Partnership**

The launch of the Community Learning and Development (CLD) Strategy will take place in September 2010. A further grant of money has been awarded to support the professional development needs of all those working in CLD. This will initially be targeted at those who do not have a professional qualification. Later training will be targeted at other areas.

### **Deliver the Literacy Partnership Strategic Plan**

Stirling Literacies Partnership has supported over 600 learners this year, through specific programmes delivered by the Council Adult Learning Team, Youth Services and Forth Valley College. The Adult Learning team has also supported a number of participants to achieve numeracy accreditation through Scottish Qualifications Authority via its SQA approved centre status. The team also had a recent successful SQA audit.

Work in the Criminal Justice area has continued with improved links between service staff. Further programmes of learning have been delivered at Cornton Vale Prison in partnership with City Literacy and Numeracy Edinburgh and the Lothian and Border Community Justice Authority, with participants writing a recipe book for use in independent living units.

The Adult Learning Team are also helping literacies learners to further develop their skills through a new European project called "Breaking Down Barriers", funded by the Grundtvig European Partnership. Participants have been working on plans for exchanges with learners in Spain, Austria and Portugal, sharing learning experiences, pieces of writing, information on their own countries and home cities and learning about video conferences, as well as further developing personal skills in preparation for exchange visits in 2010/11.

### Locally implement the national strategy on English for Speakers of Other Languages (ESOL)

The Scottish Government awarded the Stirling ESOL Stakeholder partnership £32,000 to deliver English language classes for 2009/10.

The stakeholder group this year has held a number of consultation exercises with learners to get feedback from participants about provision and how we can make this better. This included holding a successful Burns Supper Night where activities gave participants the opportunity to learn more about Scottish language and culture and gave providers valuable feedback about how programmes are delivered and supported.

### Develop learning opportunities available through libraries

The Library Service has been successful in revalidating the quality status of Bannockburn Library as a branded Learn Direct Scotland learning centre.

TasteIT sessions are now being held in most of the libraries in the Stirling Council area. They are continuing to meet with high levels of satisfaction and there are waiting lists for all sessions. Learn@ the library is also being re-launched, with new courses available for participants.

Classes in IT and in contemporary jewellery making, run by tutors from Forth Valley College, have also started in Dunblane Library. The Archives Service is also running a new course entitled 'Routes to your Scottish Roots – basic steps in Family History'.

Six housebound readers are currently undergoing basic IT training delivered in their own homes through volunteers.

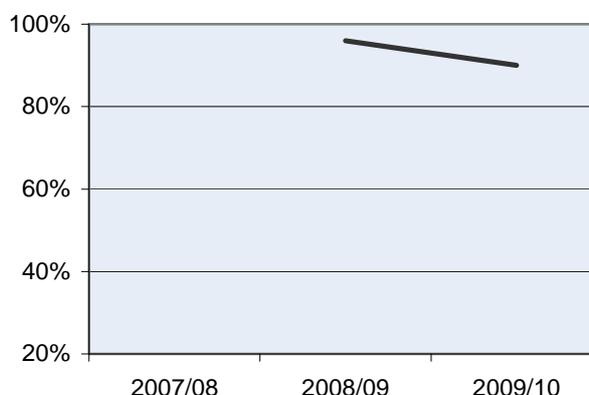
## Performance Trends

### Percentage of schools evaluated as good or better against the three core quality indicators.

Year:	2007/08	2008/09	2009/10	Trend
Performance:		96%	90%	↓

	Status
Current Target: 80%	✓

This indicator evaluates schools against the quality indicators used in inspections. This year, Bannockburn High received a 'Weak' grading for Improvements in Performance and 'Satisfactory' for Meeting Learning Needs. Three areas for improvement were identified in Bannockburn's report that will now be progressed by the school. Further details of school inspections are provided in the next section of this report.

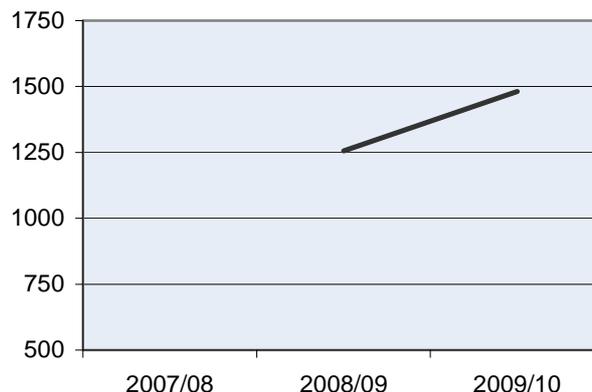


### Number of adult literacy and numeracy learners achieving personal outcomes.

Year:	2007/08	2008/09	2009/10	Trend
Performance:		1256	1481	▲

		Status
Current Target:	380	✓

Performance for this indicator has improved this year, having only been introduced in 2008. The target of 380 learners achieving their agreed personal outcomes is a national target. As Stirling's performance has far exceeded this, the Adult Learning Team is currently developing a higher local target against which performance will be measured.

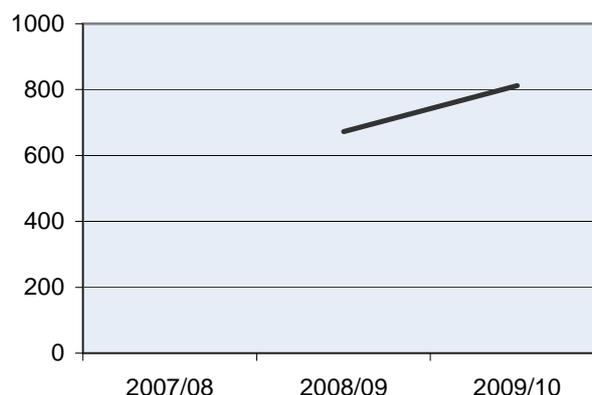


### Number of English for Speakers of Other Languages learners achieving personal outcomes.

Year:	2007/08	2008/09	2009/10	Trend
Performance:		672	812	▲

		Status
Current Target:	88	✓

Again performance for this indicator has improved this year and is well above the nationally set target of 88 ESOL learners achieving their agreed personal outcomes. The Adult Learning Team is currently developing a higher local target against which performance will be measured.

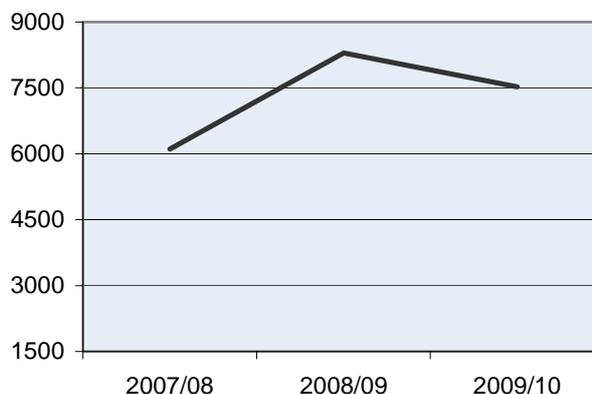


### Number of visits to libraries (per 1000 population).

Year:	2007/08	2008/09	2009/10	Trend
Performance:	6104	8292	7528	▲

		Status
Current Target:	6288	✓

There has been a slight dip in the number of visits to libraries this year, which was mainly due to a decrease in usage during December and January because of the severe winter. In addition, Pleian Library has been closed since January 2010 when it was damaged by a motor vehicle. However, performance remains above the locally agreed target.

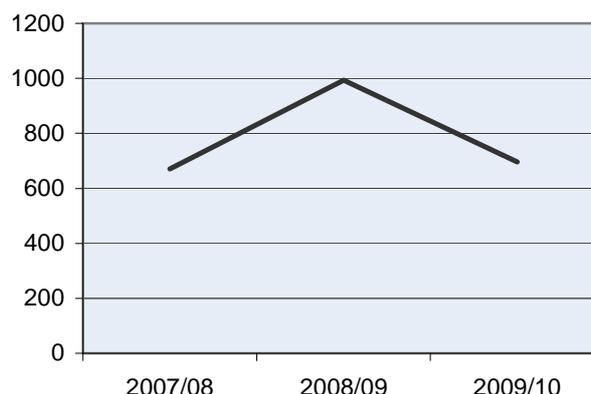


### Number of visits to/usages of council funded museums (per 1000 population).

Year:	2007/08	2008/09	2009/10	Trend
Performance:	670	993	696	➔

		Status
Current Target:	670	✓

This indicator refers to the Smith Art Gallery & Museum in Stirling. In 2008 the Smith was loaned a collection of Leonardo Da Vinci drawings. The popularity of this exhibition meant that usage figures were significantly higher than in previous years. This year, usage figures have returned to previous levels.



## Inspection and Scrutiny

### HMle School Inspections

During 2009/10 Her Majesty's Inspectorate for Education (HMle) inspected 10 of Stirling's schools – 8 primary schools and 2 secondary schools. The results are summarised below:

	Improvements in Performance	Impact on Young People	Impact on Adults	Impact of Capacity Building on Communities	Improving Services
<b>Primary</b>					
Braehead	Very Good	Very Good	Very Good	Very Good	Excellent
Newton	Very Good	Good	Good	Good	Good
Drymen	Very Good	Very Good	Very Good	Good	Good
Dunblane	Good	Good	Good	Good	Satisfactory
Aberfoyle	Good	Good	Good	Very Good	Good
Callander	Good	Satisfactory	Satisfactory	Good	Satisfactory
Allan's	Very Good	Very Good	Very Good	Very Good	Very Good
Inversnaid	Very Good	Very Good	Good	Good	Good
<b>Secondary</b>					
Wallace	Satisfactory	Good	Satisfactory	Good	Satisfactory
Bannockburn	Weak	Good	Good	Satisfactory	Satisfactory

Improvement actions have now been agreed where appropriate and will be progressed by the Education Service.

### HMle Community Learning and Development Inspections

Two inspections of Community Learning and Development were carried out by HMle during 2009/10. The report relating to the learning community surrounding Wallace High School was published in December 2009, and Bannockburn High School in March 2010.

During these inspections HMle inspect learning communities in order to let those who use services and the local community know whether learning communities provide appropriate learning opportunities and help learners in their development. They are also interested in how community and voluntary groups are helped to contribute to making communities better places to live and work.

The results of these inspections are shown in the following table:

	Improvements in Performance	Impact on Young People	Impact on Adults	Impact of Capacity Building on Communities	Improving Services
Wallace	Satisfactory	Very Good	Very Good	Very Good	Satisfactory
Bannockburn	Satisfactory	Very Good	Very Good	Very Good	Good

### **Scrutiny Panel on Disruption within Stirling's Schools**

In June 2009 the Council agreed to set up a Scrutiny Panel on Disruption within Stirling's Schools. Phase 1, research and data collection, has now been completed and the findings presented to Council in March 2010. The findings show that in many areas of research, Stirling's schools compare well to the national results.

The research showed that there is a clear difference in the perceptions of the different stakeholder groups surveyed, with the most positive stakeholders being head teachers. Support staff, parents, teachers and pupils were less positive to different degrees. This is replicated in both primary and secondary schools.

Key areas for improvement were identified as:

- Support to staff (teaching and non-teaching) at all levels.
- Pupil behaviours through balancing positive behaviour strategies and punitive behaviour strategies.
- Policy understanding and implementation.
- Extending policy to build on behaviour management principles.
- Involvement of parents in understanding the actuality of disruption in schools, including, where appropriate, their own children and promoting positive behaviours.
- The Council taking a lead in ensuring information sharing with stakeholders.

The Education Service is now working up a detailed action plan to implement all of the recommendations.

## Improved Wellbeing

The Council is working with its partners to make Stirling a place where improved wellbeing adds life to years, not just years to life. Support will be provided to those who need it and healthier lifestyles encouraged. Choices for all citizens will be provided, particularly to those who have particular care and support needs and those to whom poverty poses potential risks to health and life chances, so that they can live to their full potential and as independently as possible. Safer communities will also improve the wellbeing of residents.

## Strategic Plan Priority Action Progress

### **Implement an Assessment and Care Planning Framework for children and young people in need**

The Assessment and Care Planning Framework continues to be progressed by the Getting it Right for Every Child (GIRFEC) Strategy Group. Work has continued with its development, and some piloting has taken place within Social Care this year. It is intended that this process of change will accelerate in 2010/11.

### **Implement the recommendations of the Review of Inclusion Services for Children and Young People with Additional Support Needs (ASN)**

Key elements of the Inclusion Review implementation plan continue to be progressed. Much of the restructuring of specialist provisions has now taken place. The final part of a research project led by the educational psychology team to look at the purpose and future need for the primary extended learning support bases at Riverside and Fallin Primary Schools has been completed and its findings are currently being shared and reviewed.

The new model for allocating Support for Learning Assistants - Additional Support Needs - was implemented, with the first Cluster Moderation Panels taking place in January 2010. Successful referrals for exceptional resource needs were taken to the Authority Moderation Panel in March and May for consideration. The Panel will meet again in October and December 2010 to consider further referrals and review resource needs. This model of allocating support will lead to more consistent staffing arrangements for schools, and provide earlier notification of staffing arrangements for the coming session than the previous model.

### **Develop and implement a commissioning strategy for services for older people**

In recognition of the growing proportion of older people within Stirling's population, and the challenge this presents for traditional models of social care, a detailed capacity planning exercise for older people's care has been conducted. The capacity plan collects together service provision and demographic information and uses this as a basis for planning service capacity for older people's care.

The service's aspiration to follow a flexible 'intermediate care' route is modelled in the plan. A redesigned care pathway is described, along with the financial impact and projected service volumes suggested for the key areas of Care at Home, Intermediate Care and Care Home Beds Provision. These models and the detailed analysis behind them provide a firm evidence-based footing for future service delivery and development.

Also this year, external care at home services were put out to tender with three framework providers - Carewatch, ILS and Sue Ryder - now in place. A Commissioning Group has been established to oversee the change to these new arrangements for service provision, incorporating regular meetings with framework providers.

### **Work in partnership with NHS Forth Valley to develop health and care services**

As a result of ongoing discussions between the Council and NHS Forth Valley a joint team have undertaken a capacity planning study this year. The aim of the study was to forecast the Health and Social Care needs of Stirling's adult population in order to inform service planning and delivery.

Combined data from the Council and NHS Forth Valley formed the basis of the forecast of care demand for four main care groups – physical disability, dementia, learning disability and mental health. Adjustments were also made for unmet need. Expected population changes and prevalence of key conditions were then applied in order to forecast demand for services.

The study shows that Health and Social Care face similar challenges from increasing demands and costs. A more coherent approach is needed. This forecast will now be used for detailed service planning activity.

### **Implement the commissioning strategy for services to people with learning disabilities**

Following on from the Day Services review for people with learning disabilities, which involved consultation with service users, families, and staff, an action plan is now being addressed. An additional Local Area Coordinator post has been created to further support the delivery of person-centred planning, an important recommendation to come out of the review.

### **Complete the Forthbank Sports Village, and through Active Stirling, increase participation in physical activities through sports development activities and provision of sports facilities**

Active Stirling has experienced a positive impact on performance figures since the Peak was officially opened in April 2009. The number of leisure cardholders aged over 65 has also increased, from 1,053 in June 2008 to 1,739 in June 2009.

The Active Stirling management team are working in partnership with key agencies to develop new programmes and analyse the impact of existing activities, as part of its commitment to improving the activity levels and health and wellbeing of the communities of Stirling. In partnership with Raploch Urban Regeneration Company they have delivered two employability courses with funding from the Department of Work and Pensions. The programmes give participants core training in sport and physical activity areas such as coaching, health and fitness and customer service. 22 participants have completed the programme and five are now working with Active Stirling as either volunteer or paid staff while four have been accepted into further education.

### **Enable access to information and library services, arts, heritage and cultural experiences**

The Library Service Children's Charter was launched in April 2009 at St Ninian's Library. The Charter describes the level of service young people can expect from the Library Service. The Library Service has also been successful in achieving grant funding of £8,500 from the Scottish Arts Council in support of the Off the Page Stirling Book Festival, to be held from the 11th to the 18th September this year.

A series of presentations were produced by the Archives Service and taken round all of the Mobile Library routes from February to April 2010. Eleven exhibitions are being held between March and September 2010 showcasing the Kirk Sessions' records, which are held at the Archives courtesy of the National Archives of Scotland.

Reading Groups for primary school-age children, the Bairns Exhibition, have been developed. A successful application was made for Live Literature Funding for this project to mount exhibitions in the libraries where the Chatterbooks Groups meet - Central Library, St Ninians, Bridge of Allan and Fallin.

### Provide better access to and improved use of open space across the Council area through the Access Strategy, the Core Paths Plan and the Walks for All programme

The first Core Paths Plan was approved by Council in June 2009 with the aim of providing signed paths that help people to feel confident about accessing the outdoors via an identified network of paths, totalling 218 miles (350km). The first signs and gates are now being installed.

An audit is underway to quantify the level of work needed to bring the entire network up to a minimum-walking standard. Partnership working with Clackmannanshire, Fife and Falkirk Councils and the Fieldfare Trust is establishing a standard methodology for assessing core paths for their ease of use by disabled people.

### Encourage active travel, including active travel to school through the Safe Routes to School initiative

Physical improvements have been made in and around schools based on the findings of school travel plans, for example the implementation of traffic calming outside Callander Primary School, as well as improvements to the nearby bridge and associated pavements.

In September 2009 Sustrans repeated the Annual National Hands Up survey in primary and secondary schools throughout Stirling and Scotland. This survey provides statistical information on methods of travel (walking, cycling, scooter/skate, park and stride, driven, bus, taxi or other) to and from school by children and young people, broken down by age group. As a result of this research facilities such as improved cycle parking are being provided at schools in the Stirling area as part of the Safe Routes to School initiatives in partnership with Sustrans.

### Promote the use of Secure by Design standards in new developments

The City Centre Management “safer cities” function continues to promote the development of “Park Mark” (a national award giving safer parking status to parking facilities demonstrating measures to deter crime, maximise security and reduce fear of crime) in car parks in the city centre. Both Springkerse and Castleview Park and Ride sites were awarded the “Park Mark” this year. Award inspections are planned for 2010/11 for other Council operated public car parks.

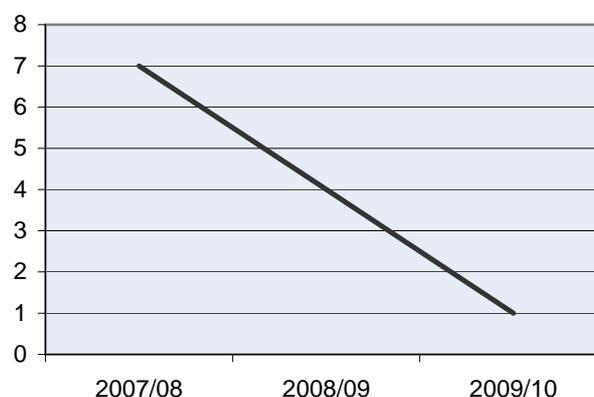
## Performance Trends

### Number of hospital discharges that were delayed for over 6 weeks.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	7	4	1	▲

	Status
Current Target:	0 ▲

The national target is for no hospital discharges to take over 6 weeks while the patient awaits care services. The monthly average of discharges in Stirling that took longer than 6 weeks was 1 this year, which is slightly outwith this target level. Social Care Services continue to work with NHS Forth Valley to improve this performance.

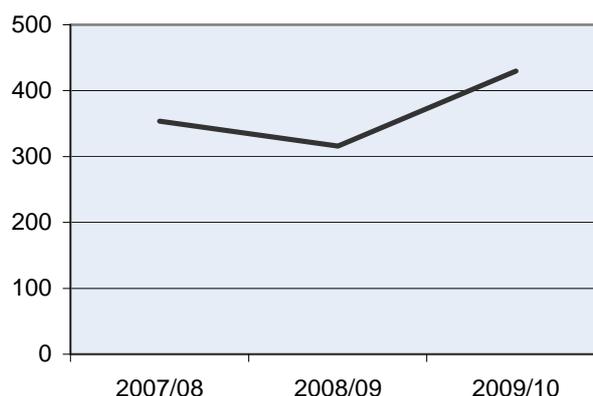


### Number of homecare hours provided for older people aged over 65 (per 1000 population).

Year:	2007/08	2008/09	2009/10	Trend
Performance:	353.8	316.0	429.8	↑

		Status
Current Target:	544.8	▲

This was identified as an area for improvement in last year's annual report. Although performance remains below target it has significantly improved this year. It is Council policy to shift the balance of care towards care at home and expenditure this year has increased to support this.

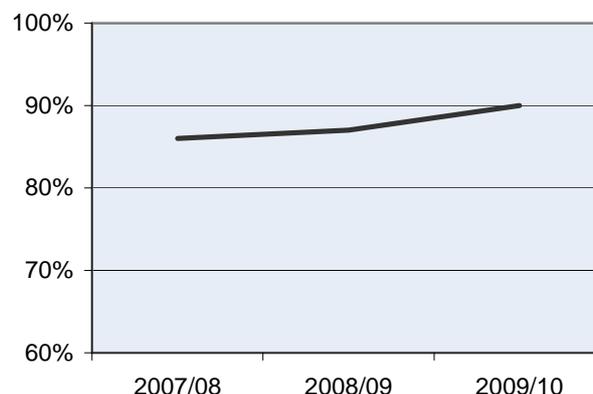


### Percentage of children requiring care who were seen at home by an officer within 15 working days.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	86%	87%	90%	↑

		Status
Current Target:	100%	▲

In some cases a home visit is not carried out within 15 days because of difficulties in arranging a visit to the family at a time suitable for everyone. However, an increase of more than 100% in the number of children subject to home supervision during the past two years has also stretched social work resources. Despite this, performance has improved this year and is back within agreed tolerance of the national target of 100%.

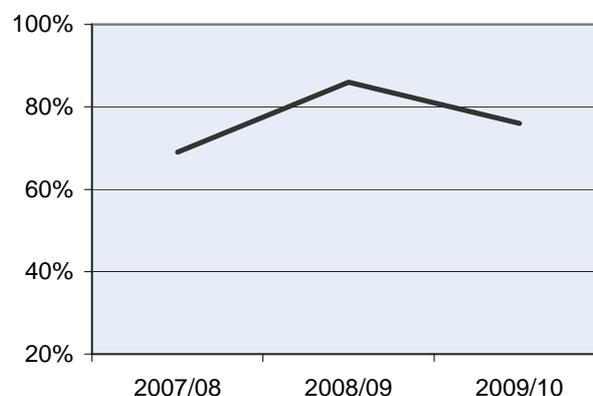


### Uptake of free school meals in primary and secondary schools.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	69%	86%	76%	↑

		Status
Current Target:	67%	✓

Following the introduction of 'Hungry for Success' healthy eating school meal menus by the Scottish Government, the uptake of free school meals has declined both locally and nationally. The Council are working in partnership with the NHS, the Student's Forum, schools, parents and pupils to improve the service and make the food on offer more attractive. The breakfast service has recently been increased and new lines and offers have been introduced.

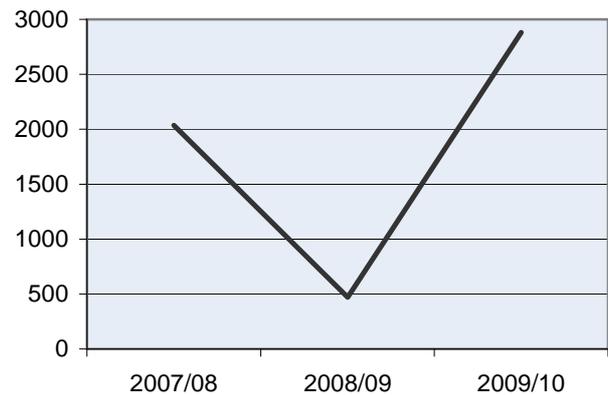


### Number of attendances at swimming pools (per 1000 population).

Year:	2007/08	2008/09	2009/10	Trend
Performance:	2034	470	2881	↑

		Status
Current Target:	2500	✓

Last year Stirling ranked lowest out of all 32 councils in Scotland for swimming pool attendances following the closure of Rainbow Slides. This was identified as a key area for improvement in last year's annual report. Since the opening of The Peak in April 2009 performance has significantly improved.



## Inspection and Scrutiny

### Social Work Performance Inspection

The Social Work Inspection Agency (SWIA) published their report on performance within Stirling Council's Social Care Service in July 2009, stipulating 20 recommendations for improvement. Full details of this report can be accessed on the Stirling Council website:

<http://www.stirling.gov.uk/index/council/stirlingperforms/inspections.htm>

Social Care has since worked closely with the Scottish Government's Joint Improvement Team and SWIA themselves to move forward key service developments. Good progress is being made on this improvement agenda, with a strong emphasis on improving outcomes for service users. SWIA will carry out a follow through inspection in September 2010. This has been identified as a key area for improvement in this year's Annual Improvement Statement (Appendix 2).

### Scrutiny Review of Care Services for Older People

A Scrutiny Review of Care Services for Older People was completed this year. This review focused on:

- The current and future care needs of the elderly population in Stirling.
- The way in which the Council meets these care needs.
- Current and future practice, in terms of looking after people in their own homes.
- How to best manage the transition to any new model of care provision.
- The financial situation and resulting implications on care levels.

The final Scrutiny Report was presented to Council in June 2009. The review made 36 recommendations for improvement and concluded that in future services should be designed and delivered that allow older people to stay healthy at home for as long as possible.

Addressing these recommendations is identified in this year's Annual Improvement Statement as a key priority for the Council (Appendix 2). Positive progress has been made to date and the balance of care continues to demonstrate overall improvement, with more people being cared for at home for longer.

### Care Commission Care Home Inspections

Four care homes were inspected by the Care Commission during 2009/10. The results are shown in the table below:

	Quality of Care & Support	Quality of Environment	Quality of Staffing	Quality of Management
Allan Lodge	Very Good	Very Good	Very Good	Very Good
Beech Gardens	Adequate	Good	Good	Adequate
Strathendrick	Very Good	Very Good	Very Good	Very Good
Wellgreen	Good	Good	Good	Adequate

There were a total of six requirements and eight recommendations made in these inspection reports, which are now being progressed by the Direct Provisions Team within Social Care.

### HMle Child Protection Inspection

Her Majesty's Inspectorate of Education (HMle) carried out a Child Protection Inspection of the Stirling Council area in March 2010. This was a multi agency inspection involving the key partners: Stirling Council, NHS Forth Valley, Central Scotland Police and the Scottish Children's Reporters Administration.

Following the inspection of each local authority area, the Scottish Government gathers evaluations of four important quality indicators to keep track of how well services across Scotland are doing to protect children and meet their needs.

The evaluations of these indicators for the Stirling Council area are as follows:

Children are listened to and respected	Good
Children are helped to keep safe	Weak
Response to immediate concerns	Weak
Meeting needs and reducing long term harm	Satisfactory

The following aspects of the work within the Stirling Council area were also evaluated:

Self-evaluation	Weak
Improvements in performance	Weak

Prior to the inspection, the partners prepared a self-evaluation report on child protection services and provided supporting evidence. Fieldwork was completed in March and the inspection report published in early June 2010. An action plan has since been agreed in response to the main recommendations made in the report. These were:

- Ensure more children and families get the help they need at an early stage.
- Improve the actions taken in immediate response to children when there are concerns about their safety.
- Improve assessments of risks and needs.
- Improve plans for children and ensure their individual needs are fully met.
- Develop more effective ways of identifying what services need to do to improve and involve children, families and staff more fully in these processes.

- Strengthen the leadership of the Child Protection Committee to improve services to protect children.

The Council, Police and Health have set up a senior level group to ensure progress on the Action Plan. The group meets fortnightly and liaises closely with Stirling's Link Inspector at HMle. Early changes introduced to the local Child Protection Committee have included the appointment of an independent chair and more frequent and focused meetings to ensure that the Committee improves its oversight of all Child Protection activity in Stirling.

Implementation of the action plan is included in the Council's Annual Improvement Statement for 2010/11 (Appendix 2 to this report).

## Quality Environment

For many people, the quality of the local environment is a key reason for choosing to live in the Stirling area. The Council aims to protect and enhance the built and natural local environment and ensure that it remains a key factor in the quality of life for citizens and communities.

### Strategic Plan Priority Action Progress

#### **Implement an Open Space strategy to improve public open spaces where sports, leisure and other activities take place**

Work continues on developing Stirling's Open Space Strategy with a consultation strategy developed to lead into the first stage of community consultation alongside the Local Development Plan. A Quantitative Audit has been undertaken by Forth Valley GIS on our behalf and this will form the baseline information used during consultations.

Following endorsement of the Beechwood Park Masterplan by the Council in December 2009, work on the detailed design of a new play area has been completed and supply of the equipment is currently out to tender. A detailed design for a Four Seasons Garden incorporating an orchard is about to be presented to the community for consultation.

Work continues on developing a baseline appraisal to inform a draft master plan for Kings Park. Questionnaires, workshops and park walkabouts have all been undertaken to ascertain the views of the community and wider stakeholders on their aspirations for the park.

Officers are also currently drafting a Tree & Woodland Strategy and a consultation strategy is being developed to determine the requirement for allotments within the Stirling Council area.

#### **Increase communities' influence over their own local environment and public realm**

During 2009/10 many Community Councils have benefited from Community Pride Funding for projects such as biodiversity polytunnels, floral enhancements, noticeboards, village welcome areas, playground fencing and benches.

Meaningful community participation continues to be encouraged and facilitated to inform the preparation of the Local Development Plan, with full engagement and consultation with community groups, partner organisations and businesses, to gain their views and input into determining the type of place and planning the shape, style and scale of Stirling over the next 20 years and beyond. All Area Community Planning Forums have had input into the Local Development Plan. Consultation to inform the development of the Open Space strategy is scheduled to run concurrently with the Local Development Plan consultation.

The Council have also agreed to work with Braehead and District Community Council on a Scottish Government funded Community Council Empowerment Pilot Project. This will see Braehead and District Community Council work to manage an allotment site as a local asset.

#### **Develop cleanliness measures with Keep Scotland Beautiful and implement a Community Litter Plan**

Land Services won two awards at the recent Keep Scotland Beautiful People & Places conference this year. The team won in the category of 'Best Local Environmental Quality Innovation Award' for their innovative Community Local Environmental Audit and Management System measurement system, and were a finalist in the same category for their successful Litter Day of Action.

The Service has undertaken a succession of Deep Cleans during the first three months of 2010, removing 190 tonnes of detritus from the road channels and footways within a number of communities.

### **Regularly report on the state of the environment in Stirling**

By presenting a snapshot of environmental conditions and setting a baseline for monitoring change, the State of the Environment Report provides a tool for better understanding and management of the local environment.

An updated State of the Environment Report was posted on the Council's public website in December 2009: <http://www.stirling.gov.uk/index/stirling/sustainable/report.htm>

Reports will be continue to be produced on a regular basis over the next few years to assist in measuring progress towards the Council's sustainable development aims.

### **Continue to protect, develop, manage and improve open areas, countryside and built heritage for the benefit of visitors and residents**

The restoration work in the Old Town Cemetery was completed in June 2009, and the Provost officially opened the restored cemetery in July 2009. The £1.7 million project included restoration of the physical infrastructure of the cemetery to bring it back to the original style of the Victorian landscaped plan, restoration of stone work, ironwork, and landscaping.

Significant work has also been undertaken at Plean Country Park in partnership with the Criminal Justice Service to clean out reed bed filters and other much needed works. Extensive works to the Dunblane Riverside Walkway continue to ensure the stability and life of this feature.

Ten-year Woodland Management Plans for Countryside managed sites (Backwalk/Gowanhill, Fallin Bing, Balquhiddelockwood, Mine Wood/Mid Mood and Abbey Craig) have been prepared in consultation with local community groups.

A number of roundabouts throughout Stirling have recently been completely re-landscaped, resulting in a significant improvement to many of our gateway features.

Planning policies, guidance and advice notes are being reviewed and developed in conjunction with the preparation of the new Local Development Plan to ensure that the natural environment and built heritage are appropriately protected and not compromised by new development, with their setting enhanced wherever practicable.

### **Reduce landfill use and increase recycling rates**

The Council continues to improve the amount of waste that is recycled and composted. This is anticipated to increase further with the continuing roll out of the kerbside collection of food waste, tetra-paks and small electrical goods to all homes across the Council area. The introduction of the Stirling City Centre Recycling Service, including householder recycling points, and a residual waste materials recovery service will further contribute to the overall recycling rates and continue to reduce the amount of waste disposed of in landfill, which is well within the landfill allowance targets.

This year, Waste Services have achieved certification by the British Standards Institution of their integrated Environmental Management System to the internationally recognised ISO environmental management standard. Certification demonstrates that Waste Services have strong management systems in place for continually improving its environmental performance with regards to regulatory compliance, pollution prevention and minimising environmental impacts.

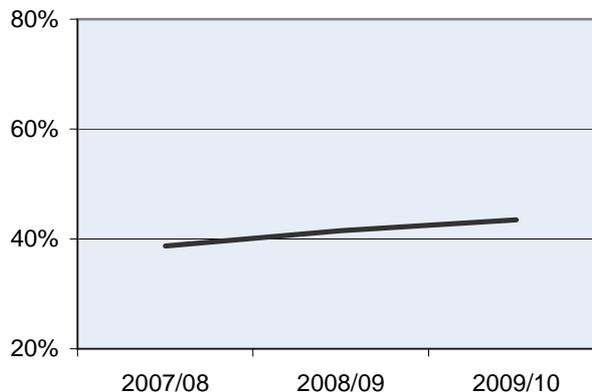
**Performance Trends**

**Percentage of municipal waste composted or recycled.**

Year:	2007/08	2008/09	2009/10	Trend
Performance:	38.7%	41.5%	43.5%	▲

		Status
Current Target:	42%	✓

The Council has continued to achieve a year on year increase in the percentage of waste that is composted or recycled. This year that is partly due to the roll out of food waste collections. Stirling now ranks in the top 6 of Scottish Councils for this indicator.

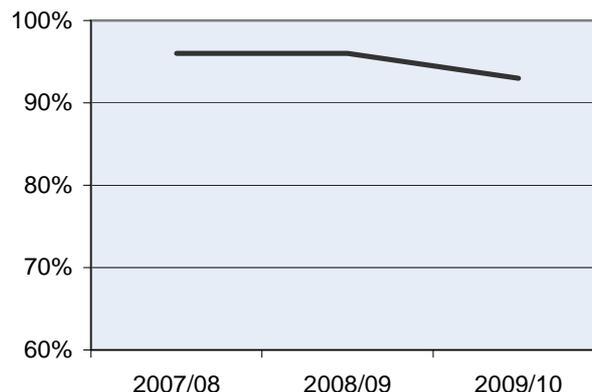


**Percentage of recycling & waste collection routes completed on the correct day.**

Year:	2007/08	2008/09	2009/10	Trend
Performance:	96%	96%	93%	➡

		Status
Current Target:	98%	●

The percentage of waste collection routes completed fell to 89% in December 2009, which has impacted on the performance for the year. This was due to severe weather, which affected access by collection vehicles and disrupted service delivery due to the prolonged presence of ice and snow on untreated residential and rural roads and footways.

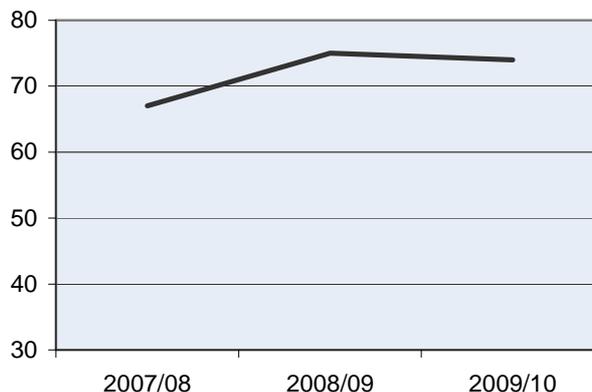


**Overall cleanliness index achieved for streets and other land.**

Year:	2007/08	2008/09	2009/10	Trend
Performance:	67	75	74	➡

		Status
Current Target:	72	✓

Although down one point from the previous year, 74 is considered to be a good rating and is well above the minimum standard of 67, and Stirling's local target of 72. When inspected the majority of areas within Stirling were awarded a 'B' grade, which indicates that there were no more than 3 small items of litter.

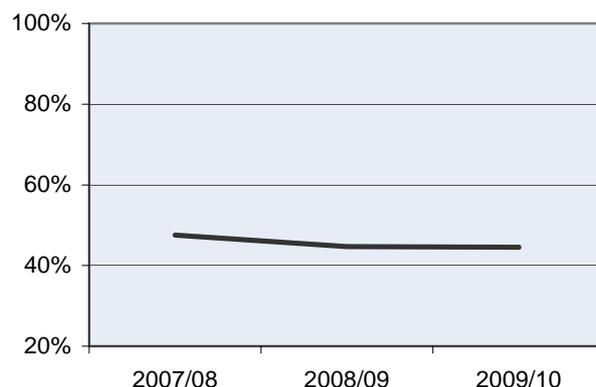


**Percentage of the road network that should be considered for maintenance treatment.**

Year:	2007/08	2008/09	2009/10	Trend
Performance:	47.5%	44.7%	44.5%	↑

		Status
Current Target:	36% max	▲

While performance has improved this year it remains worse than target. The severe winter weather conditions experienced during December 2009 have directly impacted on this performance measure.

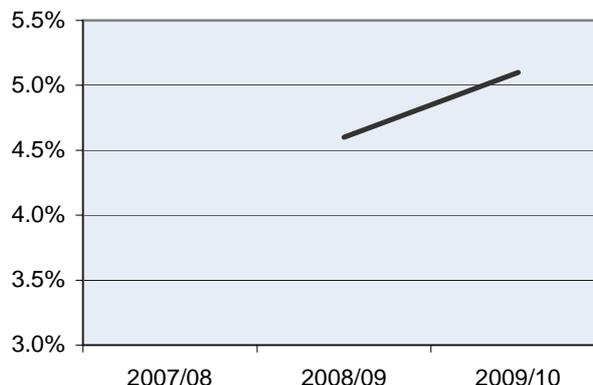


**Percentage of road network treated.**

Year:	2007/08	2008/09	2009/10	Trend
Performance:		4.6%	5.1%	↑

		Status
Current Target:	4%	✓

As per the above indicator, this year's severe winter weather conditions have directly impacted on performance in this area. Despite this, a higher percentage of Stirling's roads have received treatment this year.

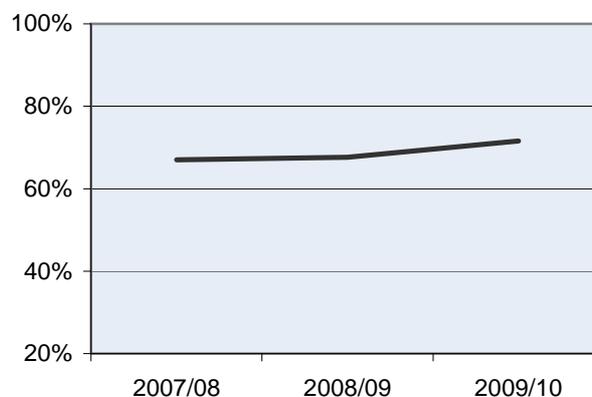


**Percentage of all planning applications dealt with within two months.**

Year:	2007/08	2008/09	2009/10	Trend
Performance:	67.0%	67.6%	71.6%	↑

		Status
Current Target:	80%	▲

Although there has been improvement this year, performance remains slightly below target. Non-householder applications in particular are taking longer due to their complexity and the need to request supporting information from applicants. New e-Planning systems have now been implemented that will help improve efficiency. This area has been identified as an area of improvement in the 2010 Annual Improvement Statement (Appendix 2).



## Better Services

Making services better as a theme addresses the efficiency and effectiveness of council services. Ensuring best value and customer focus continue to be core aims. Improving performance management is focused on the delivery of outcomes. Ensuring lean processes, eliminating duplication, both within the Council and with other agencies, and streamlining bureaucracy are also important objectives.

## Strategic Plan Priority Action Progress

### Create clear connections between strategy, planning, performance and service delivery

The Stirling Single Outcome Agreement is the means by which the Stirling's Community Planning Partners have agreed their vision for the Stirling area and the strategic priorities that need to be addressed to achieve this vision. The Single Outcome Agreement was submitted to the Scottish Government in June 2009 and was officially signed by all partners and the Scottish Government in August 2009. Implementation continues to be led principally by the Community Planning Critical Partnerships. A copy can be accessed on the Council website: <http://www.stirling.gov.uk/index/council/yourcouncil/shapingstirling.htm>

The implementation of a new Corporate Performance Management System in 2010/11 will allow clear mapping of performance indicators to strategic topics and themes from the Single Outcome Agreement and the Strategic Plan, illustrating the 'golden thread' and helping the Council identify any gaps or areas for further development. It will also enable community planning partners to include their performance data in the Council's reporting framework.

### Implement performance management and reporting frameworks

The Council's performance reporting arrangements have been revised this year to reflect the Council's restructured services, to ensure compliance with Audit Scotland's new Statutory Performance Indicator (SPI) Direction, and to improve the timeliness, accessibility and focus of the Council's performance reporting. The two regular reporting methods are:

- **Stirling Performs**  
Monthly At a Glance and Hot Spot reports providing performance information relating to 50 agreed indicators covering all customer-facing services within the Council, as well as detailing planned improvement actions for those areas where there is weaker performance. This is the replacement for Stirling Stat and has been up and running since December 2009.
- **Council Performance Report**  
A quarterly narrative report from the Council Management Team presenting council-wide progress towards the key actions listed in Shaping Stirling: Strategic Plan 2008-2012.

Both are reported regularly to the Service Delivery and Performance Committee, and are posted in the Members' Bulletin and on the performance pages of the Council's website:

<http://www.stirling.gov.uk/index/council/stirlingperforms.htm>

These web pages have been expanded and revised to strengthen the Council's public performance reporting and now include details of recent inspections by regulatory bodies such as HMIE and SWIA. A compendium of background information is also available, which includes a glossary of commonly used performance terminology.

### **Publish an Annual Improvement Statement detailing specific targets for performance improvement**

The Annual Improvement Statement for 2010/11 was presented to Service Delivery and Performance Committee in June 2010. It is included as Appendix 2 to this report.

### **Exploit opportunities presented by technology to modernise and transform service delivery, share information, eliminate duplication and improve customer access**

Phase 1 of the Council's Customer Relationship Management (CRM) Project went live in October 2009, delivering the Lagan CRM system to high-volume customer-facing teams such as the Contact Centre. Lagan enables effective logging, tracking, escalation and reporting of transactions, complaints and customer requests.

The Council has also revised its Portable Computing Devices and Removable Media Policy this year. This policy aims to ensure data privacy when employees are required to take data away from Council premises through sole use of encrypted devices. Work is ongoing to produce information security policies.

### **Ensure best value in the use of Council resources, including exploring the potential for shared services and collaborative working with other councils and partners**

In December 2009 Stirling entered into an agreement with Fife and Clackmannanshire Councils to jointly procure a Corporate Performance Management System. The tender was advertised in December and nine bids were received, which were then assessed by a joint evaluation team with representation from all three councils. The award of the contract took place in June and implementation has now commenced, with a target go-live date of November 2010.

This has proved an excellent opportunity for partnership working with two nearby councils, particularly Clackmannanshire with whom Stirling already has some shared services. The three councils investing together in the same system will mean greater influence in Scottish user groups and will allow benchmarking of performance and future joint training sessions and reporting developments. Costs have also been reduced for all three councils through this collaboration.

The system will provide integrated software to support the consistent collation, management and reporting of corporate and service level performance-related information.

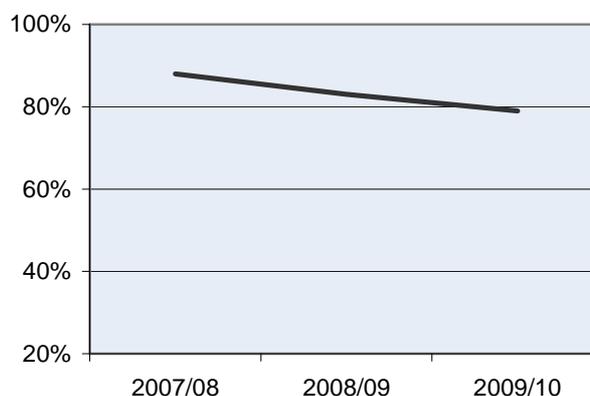
## **Performance Trends**

### **Percentage of Contact Centre calls answered within 20 seconds.**

Year:	2007/08	2008/09	2009/10	Trend
Performance:	88%	83%	79%	↓

	Status
Current Target:	80% ▲

During December 2009 the performance for this indicator was directly impacted by staff illness within the Contact Centre. This, combined with extremely high call volumes due to the severe winter weather conditions, has caused the drop in the percentage of calls answered within target.

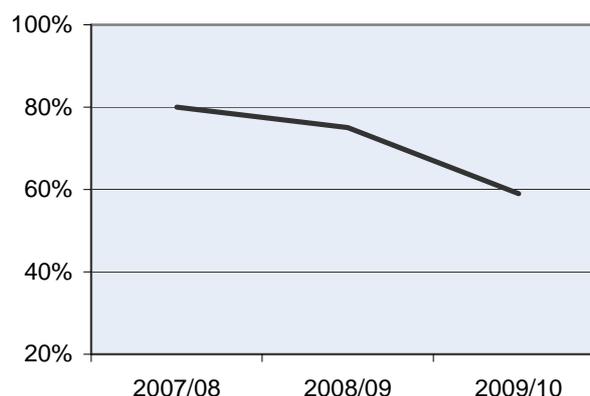


### Percentage of Talkback stage 2 & 3 enquiries responded to within 15 working days.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	80%	75%	59%	↓

	Status
Current Target: 75%	▲

There were only 27 Talkback complaints received during 2009/10, 16 of which were responded to within the 15 working day timescale. Several of the remaining complaints were more complex in nature and involved more than one service, which resulted in the Council taking longer to respond to them fully.

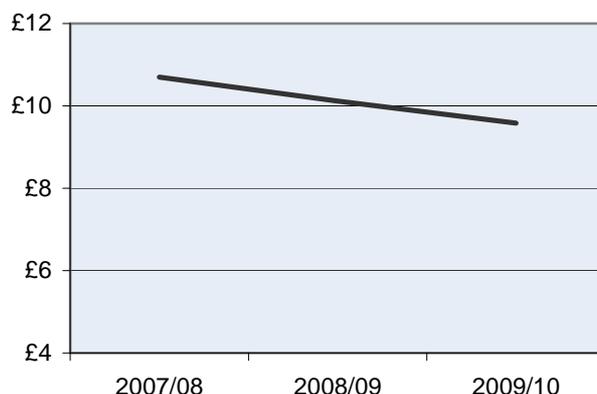


### Cost of collecting council tax per dwelling.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	£10.70	£10.12	£9.58	↑

	Status
Current Target: £10 max	✓

More efficient procedures and a reduction in overtime has led to a decrease in the cost of collecting council tax this year. 97.2% of the income due from council tax for the year was received by the end of the year, which puts Stirling as the second best council in Scotland.

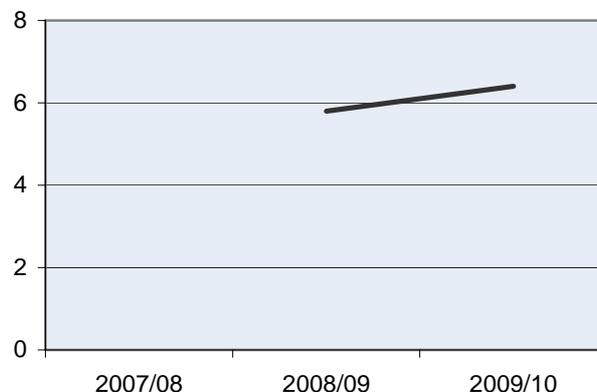


### Average number of days per employee lost through sickness absence - teachers.

Year:	2007/08	2008/09	2009/10	Trend
Performance:		5.8	6.4	↓

	Status
Current Target: 7.8 max	✓

Improved absence capturing procedures have been introduced for teaching staff and it is considered that this has led to an increase in the recording of days lost per employee. However, the level of absence remains below the maximum target of 7.8 days per employee.

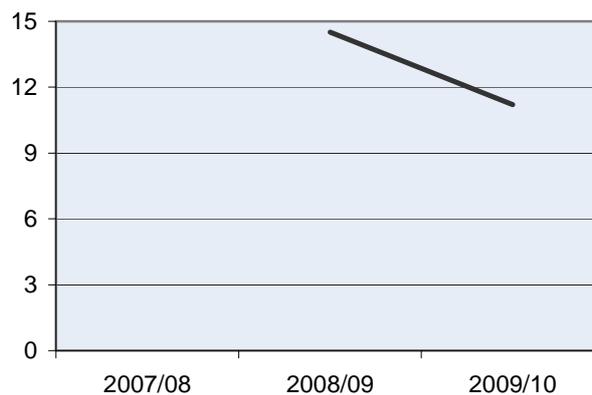


### Average number of days per employee lost through sickness absence - all other staff.

Year:	2007/08	2008/09	2009/10	Trend
Performance:		14.5	11.2	↑

	Status
Current Target: 9.8 max	●

Though the level of absence has slightly improved this year performance remains worse than target. The new Supporting Attendance Policy being introduced by the Council will assist in improving this performance. This has been identified as a 'hot spot' for the Council, and is therefore included in the 2010 Annual Improvement Statement (Appendix 2).



## Participation and Responsibility

Stirling Council has a strong commitment to encouraging citizens and communities to play an active role in the development and sustainability of the local area by engaging in and influencing the shape of the area's communities.

### Strategic Plan Priority Action Progress

#### Encourage community involvement and community based activity

The Callander Partnership – which brings together the major community organisations, Stirling Council and Loch Lomond and the Trossachs National Park – continues to make progress on a range of important issues such as learning, the future of St Kessog's, best use of community facilities, and affordable housing. These are acknowledged as long-term issues, but there is common understanding and commitment to working in partnership on these issues.

Community activity in Raploch continues to grow and develop. The first Health Issues in the Community course has been completed this year with all participants passing with flying colours. The Raploch Community View Newspaper continues to grow, attracting new contributors, but also generating new activity – in particular work with young mothers and unemployed young men.

The Stepin Stones group in Cornton has made significant progress in developing small-scale environmental action and involving people who had not previously been involved in community activity. Throsk Community Enterprise continues to be supported in the project management of the construction of their new village hall.

#### Promote inclusion and engagement within the democratic process

A revised Community Council Handbook has now been sent to each individual Community Councillor, giving guidance and information. Training Needs Analysis forms have also been circulated. Feedback from this will inform the timing and content of a Community Council Induction/Development Day.

The Strategic Forum for Learning, Empowerment and Citizenship is currently exploring approaches to inclusion and engagement. In particular the Forum is debating and researching an authority-wide framework for volunteering.

#### Develop and maintain resources to support community capacity building and enable individuals and communities to develop, manage and sustain community owned/led services, projects and assets

Overall in 2009/10, £518,769 of external funding, from sources such as the National Lottery Funding, was obtained to support community organisations to develop their own activities. This does not include the £34,700 also disbursed through the Council's Community Grants scheme.

The Communities Team also disbursed £8,000 to community credit unions. In addition, the team has continued to support credit unions to examine other forms of funding. Cornton Credit Union has recently reported an increase in its number of members.

Ongoing support is offered to a range of community organisations to enable them to manage their own projects, services and assets. Particular examples during 2009/10 are Raploch Community Partnership, Fallin Community Enterprises and Crawford Hall Management committee.

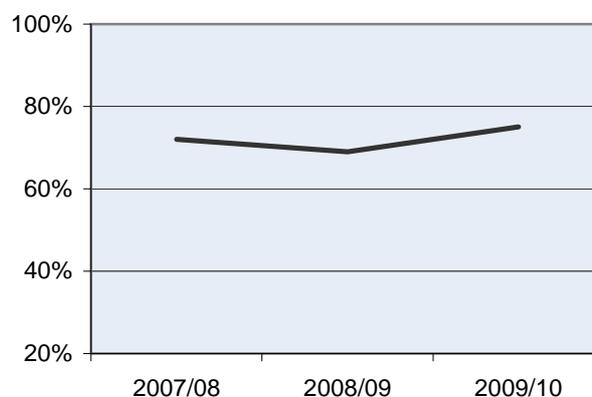
## Performance Trends

### Percentage of external funding applications that are successful.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	72%	69%	75%	↑

		Status
Current Target:	56%	✓

The Communities Team supported community organisations to attract £518,769 in external funding during 2009/10. Of the total of 40 applications, 29 were successful.



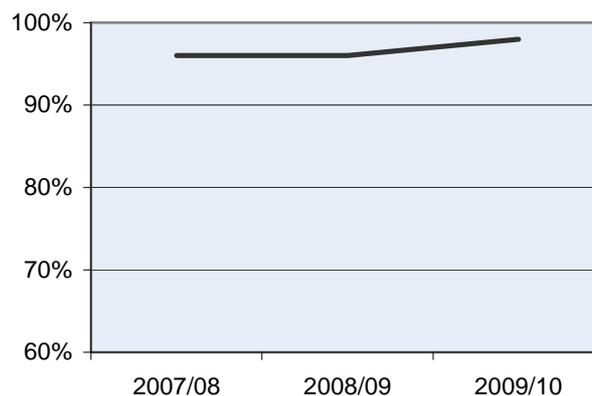
### Percentage of schools with a functioning Parent Council.

Year:	2007/08	2008/09	2009/10	Trend
Performance:	96%	96%	98%	↑

		Status
Current Target:	100%	▲

Out of the 49 schools in the Stirling Council area there are 48 Parent Councils.

The 49th school is Inversnaid Primary, which has only 3 pupils.



## Sustainable Stirling

Sustainable development involves more than just protecting the environment. It means making sure that we create the circumstances to enable everyone to live safe, healthy and fulfilling lives without seriously damaging our most precious resource – the planet on which we all depend. The Council's theme of Making Stirling more Sustainable focuses on embedding Stirling's existing commitment to sustainable development across all services and activities and developing further its work on carbon reduction and adapting to the effects of climate change.

## Strategic Plan Priority Action Progress

### Implement the Council's Sustainable Development Strategy

Preliminary work to update the Council's Sustainable Development Strategy - to reflect changes to management structures, move from services to themes and strengthen information on climate change - took place in March 2010.

### Achieve a sustained reduction of the Council's carbon emissions through delivery of a Carbon Management Programme (CMP)

The Council's first Carbon Management Programme was adopted in June 2009. A workshop is being planned to identify further opportunities to reduce the Council's carbon footprint, and the Assistant Chief Executive for Sustainability, Economy and Environment is visiting Service Management Teams during the course of the year to highlight the twin priorities of reducing carbon emissions and adapting to the impacts of climate change and Peak Oil.

### Provide community leadership on the promotion of Sustainable Development, including support for the Going Carbon Neutral Stirling initiative and continued participation in the Eco-Schools programme

A Public Engagement Campaign has been developed and was approved by the Executive Committee in April 2010. The Council again participated in the annual Earth Hour campaign in March and a supporting article was published in the spring edition of Focus magazine. A monthly e-newsletter roundup of sustainable development news & activity continues to be sent to Members, Council Management Team and relevant officers across the Council.

The Council Management Team has committed to supporting the implementation of Going Carbon Neutral Stirling (GCNS) Carbon Cutter Plans across the Council, setting a target of one team per service per quarter for 2010/11.

The Council and GCNS jointly hosted a visit from US environmentalist Chris Martenson this year, at which he delivered the Crash Course in Energy, Economics and the Environment to business representatives, members of the public, Council and Community Planning Partners.

### Develop and implement a Climate Change Strategy to mitigate the causes of climate change and adapt to its effects

The Council's second Annual Statement on delivering the commitments made in Scotland's Climate Change Declaration was discussed by the Sustainability Member Officer Group and forwarded to the Sustainable Scotland Network in October 2009. This was followed by a presentation to the Corporate Management Team and to two Service Management Teams, emphasising the impact of climate change and the importance of the Climate Change (Scotland) Act 2009.

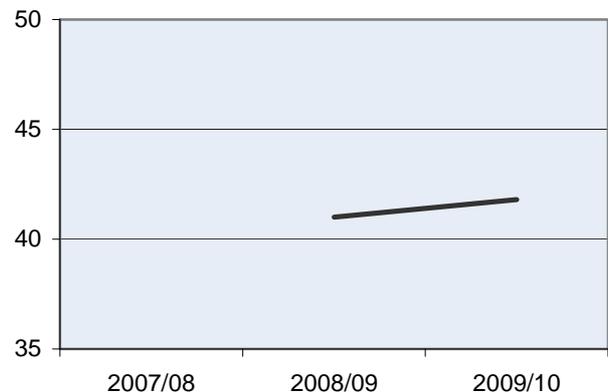
## Performance Trends

### Stirling Council's carbon emissions level (kT CO<sub>2</sub>).

Year:	2007/08	2008/09	2009/10	Trend
Performance:		41.0	41.8	↓

		Status
Current Target:	38 max	▲

Emissions increased this year due to new buildings such as PPP schools and The Peak. However this is still an improvement from 42.7 in 2006-07. The Council is participating in the Carbon Trust's Carbon Management Revisited programme which will review current processes and produce an improved plan by March 2011.

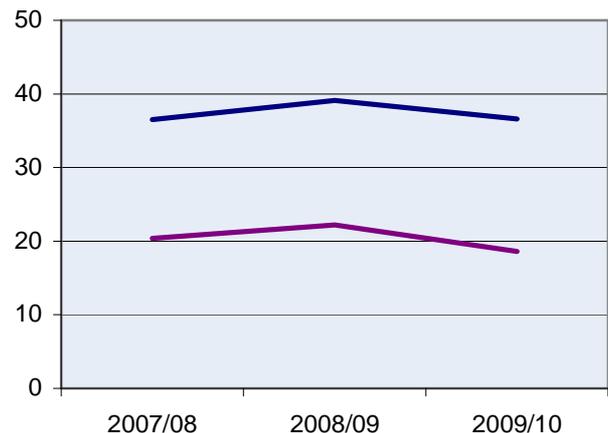


### Air quality - monitored nitrogen dioxide concentration in Stirling.

Year:	2007/08	2008/09	2009/10	Trend
Maximum:	36.5	39.1	36.6	↑
Minimum:	20.4	22.2	18.6	

		Status
Current Target:	40 max	✓

Performance for this indicator has shown improvement this year and is within maximum target levels. The principal source of nitrogen oxides emissions is road transport, which accounts for about 32% of total emissions. Major roads carrying large volumes

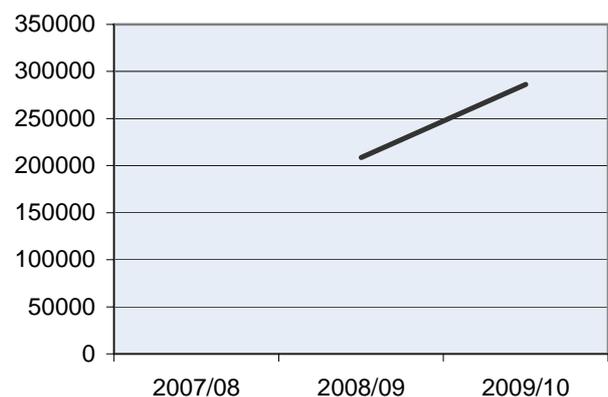


### Number of online transactions carried out via the Stirling Council website.

Year:	2007/08	2008/09	2009/10	Trend
Performance:		208624	286278	↑

		Status
Current Target:	208624	✓

This indicator measures the number of customer transactions that are processed on line. These include payments, reporting faults and planning applications. The Council aims to make access to services as simple and efficient as possible for the customer and will continue to expand the transactions available online during 2010/11.



## Key Performance Indicators 2009-10

These key performance indicators include the Audit Scotland Statutory Performance Indicators (marked SPI) and the local indicators reported as part of Stirling Council's Stirling Performs reports. The targets provided have been set by the relevant council service and are often based on improving or maintaining last year's performance. Further details can be found on the Stirling Council website: <http://www.stirling.gov.uk/index/council/stirlingperforms.htm>

### Legend:

- ✓ Above or on target
- ▲ Below target within tolerance:
- Below target outwith tolerance:  
*further details provided in the monthly Hot Spot report*
- ⬆ Improving
- ➡ Steady
- ⬇ Deteriorating

Indicator	Type	2007-08	2008-09	2009-10	Target	Status	3 Yr Trend	Narrative	
<b>Vibrant Economy</b>									
1.	Percentage of food hygiene premises in the 12 months or less categories that were inspected on time	Annual	99%	96%	98%	95%	✓	➡	
2.	Percentage of Trading Standards consumer complaints dealt with within 14 days of receipt	Monthly (SPI)	78.8%	81.2%	80.8%	75%	✓	➡	
3.	Percentage of Trading Standards business advice requests dealt with within 14 days of receipt	Monthly (SPI)	92.1%	96.6%	97.2%	90%	✓	⬆	
4.	Number of housing completions within the Stirling Council area	Quarterly	300	344	298	304	▲	⬇	House building has been directly impacted by the recent economic downturn. Despite this, performance is only slightly below the target.
<b>Jobs &amp; Opportunities</b>									
5.	Percentage of young people supported by youth learning moving into training, employment or further education	Quarterly	38%	59%	34%	48%	●	⬇	The current economic climate has reduced the opportunities available for young people. The Council continues to work with local colleges and employers to maximise these opportunities.
6.	Percentage of Employability active clients moving into training, employment, further education or voluntary activity	Monthly	-	86%	86%	72%	✓	➡	
7.	Percentage of (permanent accommodation) homeless decision notifications issued within 28 days of date of presentation	Monthly (SPI)	-	64.9%	77.5%	80%	▲	⬆	Performance is slightly below target for this year, though there has been improvement that sees a move from third quartile up to second quartile level.
8.	Percentage who have been housed into permanent accommodation	Annual (SPI)	-	48.3%	38.4%	45%	●	⬇	Performance has dropped this year and is below target. This will be tackled through modernising advice and assistance, and increasing support and income maximisation.

Indicator		Type	2007-08	2008-09	2009-10	Target	Status	3 Yr Trend	Narrative
9.	Percentage of those provided with permanent accommodation in council stock who maintained their tenancy for 12 months	Monthly (SPI)	-	85.2%	81.4%	90%	▲	↓	The economic downturn is affecting tenancy sustainment. The Council is committed to providing support and advice to tenants to improve tenancy sustainment levels.
10.	Percentage of Housing repair appointments met	Monthly	-	95%	92%	95%	▲	↓	The severe winter caused an increase in the number of emergency repairs, which meant that the repairs service was working to capacity to complete the required work.
11.	Percentage of housing response repairs completed within target times	Monthly (SPI)	-	89.1%	88.2%	90%	▲	↓	This caused a drop in the percentage completed on target, and had a knock on effect on the number of appointed repairs.
12.	Percentage customer satisfaction with housing repairs	Monthly	-	94%	98%	95%	✓	↑	
13.	Percentage of council housing properties meeting the Scottish Housing Quality Standard	Annual (SPI)	17.0%	17.4%	18.7%	20%	▲	↑	The percentage of dwellings meeting the SHQS has improved this year, but is below the 2009-10 target. The national target is 100% by 2015.
14.	Percentage of rent due in the year that was lost due to voids	Annual (SPI)	0.7%	0.6%	0.8%	0.6% (max)	▲	↓	Performance has deteriorated slightly during 2009-10 due to increases in void turnaround time, though it remains at a top quartile level.
15.	Average days to re-let not low demand houses	Monthly (SPI)	24	23	25	25 (max)	✓	→	
16.	Average days to re-let low demand houses	Monthly (SPI)	24	36	30	38 (max)	✓	↓	
17.	Current tenants' arrears as a percentage of net rent due	Monthly (SPI)	4.3%	4.7%	6.7%	4.3% (max)	●	↓	The deterioration in this indicator can be attributed to the Council's decision in June 2009 to end the use of evictions for tenants in rent arrears. New arrears recovery procedures are being developed, which include increasing the level of face-to-face contact with tenants in arrears.
18.	Percentage of former tenant arrears written off or collected during the year	Annual (SPI)	37.8%	38.3%	40.1%	40%	✓	↓	
19.	Average days to process new and event change benefits claims	Monthly	13.4	9.2	7.3	6 (max)	▲	↑	Performance has improved but is still slightly above the maximum target, this is due to the complexity of claims and the amount of information required from claimants, though it should be noted that Stirling remains in the top 8 councils in Scotland.
20.	Percentage of female council employees in highest paid 2%	Annual (SPI)	49.3%	45.8%	40.8%	na	✓	↓	

Indicator		Type	2007-08	2008-09	2009-10	Target	Status	3 Yr Trend	Narrative
21.	Percentage of female council employees in highest paid 5%	Annual (SPI)	52.3%	49.1%	50.0%	na	✓	➡	
<b>Lifelong Learning</b>									
22.	Percentage of schools evaluated as good or better against the three core quality indicators	Quarterly	-	96%	90%	80%	✓	↓	
23.	Number of literacy and numeracy learners achieving personal outcomes	Quarterly	-	1256	1481	380	✓	↑	
24.	Number of ESOL learners achieving personal outcomes	Quarterly	-	672	812	88	✓	↑	
25.	Number of visits to libraries expressed per 1,000 population	Monthly (SPI)	6,104	8,292	7,528	6,288	✓	↑	
26.	Number of borrowers expressed as a percentage of the resident population	Annual (SPI)	23.4%	22.5%	20.3%	21%	▲	↓	The closure of Plein Library since 1st January 2010, due to damage by a motor vehicle, has affected the active borrowers figure for this year.
27.	Number of occasions the computer terminals at libraries are accessed per 1,000 population	Monthly	792.9	753.4	735.9	716.4	✓	↓	
28.	Number of visits to/usages of council funded or part funded museums expressed per 1,000 population	Monthly (SPI)	670	993	696	670	✓	➡	
29.	Number of these museums visits that were in person expressed per 1,000 population	Monthly (SPI)	464	734	460	428	✓	↑	
<b>Improved Wellbeing</b>									
30.	Number of discharges from acute hospital beds pending care services that were delayed for over 6 weeks	Monthly	7	4	1	0 (max)	▲	↑	The monthly average of discharges in Stirling that took longer than 6 weeks was 1 this year, which is only slightly above the maximum target of zero. Social Care continue to work with NHS Forth Valley to improve this performance.
31.	Total number of homecare hours per 1,000 population aged 65+	Monthly (SPI)	353.8	316.0	429.8	544.8	▲	↑	Performance remains below target but has significantly improved this year. The Council is shifting the balance of care towards care at home and expenditure this year has reflected this. New contracts for older people's care at home will assist in continuing this shift.
32.	Percentage of homecare clients aged 65+ receiving personal care	Annual (SPI)	63.9%	71.2%	76.8%	75%	✓	↑	
33.	Percentage of homecare clients aged 65+ receiving a service during evening/overnight	Annual (SPI)	30.3%	31.7%	43.6%	35%	✓	↑	

Indicator		Type	2007-08	2008-09	2009-10	Target	Status	3 Yr Trend	Narrative
34.	Percentage of homecare clients aged 65+ receiving a service at weekends	Annual (SPI)	54.2%	59.9%	65.4%	65%	✓	↑	
35.	Number of residential respite nights provided for adults aged 18 to 64 per 1,000 population	Monthly	20.3	23.0	25.8	24	✓	↑	
36.	Number of residential respite nights provided for older people aged over 65 per 1,000 population	Monthly	504.0	300.6	231.5	300	▲	↓	This dip in this indicator is partly offset by an increase in home-based, daytime respite, which is not currently monitored by the Council. There are plans to develop a short breaks bureau approach to the delivery of respite to improve outcomes for carers. This will be progressed over the coming year.
37.	Average number of hours per week to complete community orders	Quarterly	4.1	4.1	4.4	4.1	✓	↑	
38.	Proportion of social enquiry reports submitted to the courts by due date	Quarterly	99%	96%	99%	98%	✓	→	
39.	Proportion of new probationers seen by a supervising officer within one week	Quarterly	79%	82%	94%	82%	✓	↑	
40.	Number of child protection investigations	Monthly	79	77	40	For information only - no targets set.			
41.	Additions to the Child Protection Registry	Monthly	65	64	55				
42.	Removals from the Child Protection Registry	Monthly	51	53	68				
43.	Percentage of Social Background Reports requested by the Reporter submitted within target time	Monthly	48%	47%	64%	75%	●	↑	Children's social work was restructured this year, resulting in a change from 7 to 5 casework teams. The level of demand post re-structuring has been higher than anticipated in some teams, presenting a capacity issue. This has now been addressed and performance has started to improve.
44.	Percentage of children seen at home by a supervising officer within 15 working days	Monthly	86%	87%	90%	100%	▲	↑	In some cases a home visit is not carried out within 15 days because of difficulties in arranging a visit to the family at a time suitable for everyone. Despite this, performance has improved this year, though it remains below the national target of 100%.
45.	Percentage assessed as needing respite who are receiving a service for children aged 0-17 years	Monthly	-	-	95%	95%	✓	-	This is a new indicator, introduced in 2009, so no trend data is available.
46.	Uptake of free school meals in primary and special needs schools	Monthly	83%	98%	88%	78%	✓	↑	

Indicator		Type	2007-08	2008-09	2009-10	Target	Status	3 Yr Trend	Narrative
47.	Uptake of free school meals in secondary schools	Monthly	55%	73%	64%	55%	✓	↑	
48.	Uptake of paid school meals in primary and special needs schools	Monthly	31%	31%	30%	33%	▲	↓	Performance remains fairly steady in these indicators but is below target. The Council are working in partnership with the NHS, Student's Forum, schools, parents and pupils to make the food on offer more attractive.
49.	Uptake of paid school meals in secondary schools	Monthly	31%	36%	32%	36%	▲	↑	
50.	Number of attendances at pools expressed per 1,000 population	Quarterly (SPI)	2,034	470	2,881	2,500	✓	↑	In 2008-09 Stirling was ranked lowest out of all 32 local authorities in Scotland for swimming pool attendances following the closure of Rainbow Slides. Since the opening of The Peak in April 2009 performance has significantly improved.
51.	Number of attendances at other indoor sport and leisure facilities expressed per 1,000 population	Quarterly (SPI)	411	1,222	6,303	4,700	✓	↑	
<b>Quality Environment</b>									
52.	Percentage of municipal waste composted/recycled	Monthly (SPI)	38.7%	41.5%	43.5%	42%	✓	↑	
53.	Percentage of recycling & waste collection routes completed on the correct day	Monthly	96%	96%	93%	98%	●	↓	This year's drop in performance was due to the severe winter, which disrupted service delivery due to the prolonged presence of ice and snow on untreated residential and rural roads.
54.	Tonnage of biodegradable municipal waste collected (landfill allowance scheme limit)	Annual	18,033	18,340	15,419	30,394 (max)	✓	↑	
55.	Net cost of refuse collection per premise	Annual (SPI)	£105.82	£115.22	£118.39	£78.00 (max)	●	↓	This year's costs include management costs that were not included last year as well as the costs associated with rolling out the new food waste collection. These costs have risen only slightly but now provide a considerably improved recycling collection service and new food waste service.
56.	Net cost of refuse disposal per premise	Annual (SPI)	£71.01	£80.79	£85.12	£83.00 (max)	▲	↓	
57.	Overall cleanliness index of streets and other land	Annual (SPI)	67	75	74	72	✓	→	
58.	Overall percentage of the road network that should be considered for maintenance treatment	Annual (SPI)	47.5%	44.7%	44.5%	36% (max)	▲	↑	While performance has improved this year it remains below target and at a bottom quartile level. Investment in roads maintenance needs to be sustained otherwise the Council's strategy of meeting the Scottish average condition may not be achieved.
59.	Percentage of road network treated	Monthly	-	4.6%	5.1%	4%	✓	↑	

Indicator		Type	2007-08	2008-09	2009-10	Target	Status	3 Yr Trend	Narrative
60.	Percentage of householder planning applications dealt with within two months	Monthly (SPI)	79.8%	86.3%	87.7%	90%	▲	⬆	Although there has been improvement this year, performance remains slightly below target. Non-householder planning applications remains more significantly below its 80% target at 56.1%. This is due to the complexity of these applications and the extended time taken to receive supporting information from applicants and to determine the applications, including referrals to Planning Panel. The Planning Service have now implemented e-Planning systems that will help improve the efficiency of the planning application submission, notification and determination process.
61.	Percentage of non-householder planning applications dealt with within two months	Monthly (SPI)	52.2%	51.3%	56.1%	80%	●	⬆	
62.	Percentage of all planning applications dealt with within two months	Monthly (SPI)	67.0%	67.6%	71.6%	80%	▲	⬆	
63.	Percentage of building warrants processed within 15 working days	Monthly	55%	63%	73%	65%	✓	⬆	
64.	Percentage of determinations made within 6 working days	Monthly	-	71%	75%	80%	▲	⬆	One key factor affecting performance this year has been the reduction of two experienced senior Building Surveyor posts. The workload has now been redistributed amongst the remaining members of staff and performance is expected to improve.
65.	Average hours between the time of domestic noise complaints and attendance on site, for those requiring attendance	Annual (SPI)	16.5	18.4	12.7	48 (max)	✓	⬆	
66.	Average hours between the time of domestic noise complaint and attendance on site for those dealt with under the ASB (Scotland) Act	Annual (SPI)	0.3	0.3	0.2	1 (max)	✓	⬆	
<b>Better Services</b>									
67.	Percentage of telephone calls to Council answered	Monthly	86%	87%	85%	90%	▲	⬇	The organisational review has had an impact on this indicator: restructured services, office moves and employees leaving the Council have all meant disruption to telephone cover. This is expected to improve in 2010/11.
68.	Percentage of contact centre calls answered within 20 seconds	Monthly	88%	83%	79%	80%	▲	⬇	In Dec-09 performance was directly impacted by staff illness. This was combined with extremely high call volumes due to the severe winter weather conditions.

Indicator		Type	2007-08	2008-09	2009-10	Target	Status	3 Yr Trend	Narrative
69.	Percentage of Talkback stage 2 & 3 enquiries responded to within 15 working days	Monthly	80%	75%	59%	75%	▲	↓	16 of the 27 complaints received were responded to 15 days. Several of the others were more complex in nature and involved more than one service, which resulted in the Council taking longer to respond to them fully.
70.	Gross administration cost per benefits case	Annual (SPI)	£36.87	£35.43	£33.46	£34.00 (max)	✓	↑	
71.	Cost of collecting council tax per dwelling	Annual (SPI)	£10.70	£10.12	£9.58	£10.00 (max)	✓	↑	
72.	Percentage of income due from council tax for the year that was received by the end of the year	Annual (SPI)	97.1%	97.1%	97.2%	97.8%	✓	↑	
73.	Percentage of invoices paid within 30 days by the council	Monthly (SPI)	89.2%	89.5%	90.8%	93.0%	✓	↑	
74.	Average number of days per FTE lost through sickness absence for teachers	Monthly (SPI)	-	5.8	6.4	7.8 (max)	✓	↓	
75.	Average number of days per FTE lost through sickness absence for all other council staff	Monthly (SPI)	-	11.2	11.2	9.8 (max)	●	→	Absence has remained steady this year, with performance remaining worse than targeted. The new Supporting Attendance Policy and Capability Procedures being introduced by the Council will assist in improving this performance.
<b>Participation &amp; Responsibility</b>									
76.	Percentage of external funding applications that were successful	Quarterly	72%	69%	75%	56%	✓	↑	
77.	Percentage of schools with a functioning Parent Council	Annual	96%	96%	98%	100%	▲	↑	Out of the 49 schools in the Stirling Council area there are 48 Parent Councils. The 49th school is Inversnaid Primary, which has only 3 pupils.
78.	Percentage of council buildings that are suitable for, and accessible to, disabled people	Annual (SPI)	73.1%	74.7%	77.0%	76.6%	✓	↑	
<b>Sustainable Stirling</b>									
79.	Stirling Council's carbon emissions level (kT CO2e)	Annual	-	41.0	41.8	38 (max)	▲	↓	Emissions increased this year due to new buildings such as PPP schools and The Peak. However this is still an improvement from 42.7 in 2006-07. The Council is participating in the Carbon Trust's Carbon Management Revisited programme which will review current processes and produce an improved plan by March 2011.

Indicator		Type	2007-08	2008-09	2009-10	Target	Status	3 Yr Trend	Narrative
80.	Air quality - monitored nitrogen dioxide concentration in Stirling	Annual	max 36.5 min 20.4	max 39.1 min 22.2	max 36.6 min 18.6	40 (max)	✓	↑	
81.	Number of online transactions	Monthly	-	208,624	286,278	208,624	✓	↑	
82.	Percentage of gross internal floor area of operational council buildings that is in a satisfactory condition	Annual (SPI)	61.2%	96.5%	97.8%	97%	✓	↑	
83.	Percentage of operational council buildings that are suitable for their current use	Annual (SPI)	82.6%	89.2%	85.1%	88%	▲	↑	Five buildings were re-assessed as not being suitable during 2009-10. However, performance still compares well to that of other councils and is only slightly below target.



## Annual Improvement Statement 2010/11

Each year Stirling Council publishes an Annual Improvement Statement in support of its commitment to continuous improvement, transparency and accountability in performance reporting. This statement outlines the priorities for improvement throughout the year, which are compiled from a variety of sources such as:

- Inspections and scrutiny reviews.
- Performance reporting mechanisms including Statutory Performance Indicators and Stirling Performs.
- Customer research, complaints and comments.

Progress towards the areas for improvement is reported in the Quarterly Council Performance Reports and Annual Report. The Annual Improvement Statement enables the Council to strategically focus effort and resources on those areas that require improvement.

1. COUNCIL-WIDE PRIORITIES					
	Area for Improvement	Source(s)	Lead Service / Team	Strategic Topic/Theme	Priority
1.01	Focus and prioritise the Council's developments in relation to improved services and cost savings, using its <b>Change Programme</b> .	<ul style="list-style-type: none"> <li>• Best Value Improvement Plan 2005 – 2008</li> <li>• AIS 2009/10</li> <li>• Diagnostic Review 2009</li> </ul>	Improvement and Customer Service	Better Services	Critical
1.02	Continue to develop a strategic approach to identifying and releasing <b>efficiency savings</b> on an ongoing basis in order to pursue best value.	<ul style="list-style-type: none"> <li>• External Audit Reports 2006/07 and 2007/08</li> <li>• Annual Improvement Statement (AIS) 2009/10</li> </ul>	Finance and Procurement	Better Services	Critical

## 1. COUNCIL-WIDE PRIORITIES

	Area for Improvement	Source(s)	Lead Service / Team	Strategic Topic/Theme	Priority
1.03	<p>Reduce the level of <b>staff absence</b>. Improve performance in the related Statutory Performance Indicator:</p> <ul style="list-style-type: none"> <li>Average number of working days per employee lost through sickness absence.</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Performance Indicators</li> <li>Stirling Performs</li> <li>AIS 2009/10</li> </ul>	Improvement & Customer Services (HR)	Better Services	High
1.04	<p>Continue the development of a comprehensive <b>performance management framework</b> and culture across the Council, with particular focus on evaluation and improvement action planning and delivery, through:</p> <ul style="list-style-type: none"> <li>Introducing a self-assessment framework – the Public Sector Improvement Framework (PSIF) – to review services, develop better understanding of our performance and promote continuous improvement throughout the Council.</li> <li>Considering other ways of developing insights into our performance including better use of customer / service user insights.</li> <li>Developing and aligning the corporate planning, service planning and budgeting processes to ensure that all plans are integrated and that they take into account all resource and capacity issues – budgets, assets, IT and employees.</li> <li>Regularly monitoring performance indicators for plans, objectives and activities to enable measurement of success and identification of areas for improvement.</li> <li>Regularly reviewing performance management arrangements to ensure the appropriateness of indicators in facilitating monitoring against the Council's strategic priorities.</li> <li>Increased focus on taking action to improve performance in response to performance information.</li> </ul>	<ul style="list-style-type: none"> <li>Best Value Improvement Plan 2005 – 2008</li> <li>KPMG Advisory Report 2006</li> <li>External Audit Reports 2006/07 and 2007/08</li> <li>AIS 2009/10</li> </ul>	Chief Executive's Office (Performance)	Better Services	High

## 1. COUNCIL-WIDE PRIORITIES

	Area for Improvement	Source(s)	Lead Service / Team	Strategic Topic/Theme	Priority
1.05	Develop and implement an overarching <b>Corporate Asset Management Plan</b> that ensures assets are suitable and sustainable and match the Council's plans and objectives, taking availability, utilisation, cost, condition and depreciation into account.	<ul style="list-style-type: none"> <li>Best Value Improvement Plan 2005 - 2008</li> <li>External Audit Report 2007/08</li> <li>AIS 2009/10</li> </ul>	Property and Facilities Management	Better Services	Medium
1.06	Implement the Council's <b>Organisational Development and HR Strategies</b> and roll out PRD (Personal Review and Development) to employees across the Council.	<ul style="list-style-type: none"> <li>External Audit Report 2007/08</li> <li>AIS 2009/10</li> </ul>	Improvement and Customer Service	Better Services	Medium

## 2. SERVICE SPECIFIC PRIORITIES

	Area for Improvement	Source(s)	Lead Service / Team	Strategic Topic/Theme	Priority
2.01	Implement the action plan in support of the 20 recommendations contained within the <b>Social Work Inspection Agency (SWIA) report</b> . Key areas include: <ul style="list-style-type: none"> <li>Improving outcomes for frail older people and people with learning disabilities.</li> <li>Improving corporate parenting for looked after children.</li> <li>Setting out assessment priorities.</li> <li>Considering what more can be done for rural communities.</li> <li>Developing a strategic approach to commissioning.</li> <li>Using performance information to drive improvements.</li> <li>Ensuring all strategies and policies are up to date.</li> <li>Reviewing the feasibility of proposed savings.</li> </ul>	<ul style="list-style-type: none"> <li>Social Work Inspection Agency (SWIA) Performance Inspection of Stirling Council Social Work Services 2009</li> <li>Forth Valley Multi-Agency Inspection of Services for Older People (MAISOP) 2007</li> <li>Residents Survey 2008</li> <li>Statutory Performance Indicators</li> </ul>	Social Care	Improved Wellbeing	Critical

## 2. SERVICE SPECIFIC PRIORITIES

	Area for Improvement	Source(s)	Lead Service / Team	Strategic Topic/Theme	Priority
2.02	<p>Implement the improvement actions arising from the <b>HMle Inspection of Child Protection</b> services. Key areas for improvement include:</p> <ul style="list-style-type: none"> <li>Ensuring more children and families get the help they need at an early stage.</li> <li>Improving the actions taken in immediate response to children when there are concerns about their safety.</li> <li>Improving assessments of risks and needs.</li> <li>Improving plans for children.</li> <li>Developing more effective ways of identifying what services need to do to improve processes, involving children, families and staff.</li> <li>Strengthening the leadership of the Child Protection Committee.</li> </ul>	<ul style="list-style-type: none"> <li>HMle Inspection of Child Protection 2010</li> </ul>	Education	Improved Wellbeing	Critical
2.03	<p>In response to the <b>Scrutiny Review of Care Services for Older People</b>, implement the full action plan of 36 recommendations for improvement.</p> <p>These fall under the following headings:</p> <ul style="list-style-type: none"> <li>Strategic Management.</li> <li>Services for Older People.</li> <li>Financial Planning.</li> <li>Operational Issues.</li> <li>Transition Planning.</li> <li>Monitoring Arrangements.</li> <li>Recognising the Growing Importance of Older People's Issues for all of Stirling Council, and its Partners.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny Panel Review of Care Services for Older People 2009</li> </ul>	Social Care	Improved Wellbeing	Critical

## 2. SERVICE SPECIFIC PRIORITIES

	Area for Improvement	Source(s)	Lead Service / Team	Strategic Topic/Theme	Priority
2.04	<p>Implement the recommendations of the <b>Scrutiny Panel on Disruption in Children's Schools</b>.</p> <p>These fall under the following headings:</p> <ul style="list-style-type: none"> <li>• Support to Staff.</li> <li>• Pupil Behaviours.</li> <li>• Policies.</li> <li>• Parental Involvement.</li> <li>• Stirling Council Role in Information Sharing and Consultation.</li> </ul>	<ul style="list-style-type: none"> <li>• Scrutiny Panel on Disruption in Children's Schools 2010</li> </ul>	Education	Lifelong Learning	High
2.05	<p>Implement the improvement actions developed in response to the <b>Scottish Housing Regulator's inspection</b> of housing management, asset management and the repairs service within Housing Services.</p> <p>Recommendations in the inspection report include:</p> <ul style="list-style-type: none"> <li>• Improving equalities information.</li> <li>• Ensuring the new ICT system is commissioned.</li> <li>• Improving performance and information management, particularly in relation to the repairs service and property condition.</li> <li>• Continuing to develop tenant participation.</li> <li>• Reviewing the allocations policy.</li> <li>• Improving the management of anti social behaviour.</li> <li>• Promoting access to the housing list and improving the time taken to put applicants on the list.</li> <li>• Complying with the obligations of Right to Repair.</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish Housing Regulator (SHR) Inspection Report 2010</li> </ul>	Housing	Jobs & Opportunities	High

## 2. SERVICE SPECIFIC PRIORITIES

	Area for Improvement	Source(s)	Lead Service / Team	Strategic Topic/Theme	Priority
2.06	<p>Implement and manage progress against the five key aims for the roads and transport service through the <b>Council's Road Management Plan 2003–2007</b>, taking urgent action to reduce the overall percentage of the road network in the Stirling district that should be considered for maintenance.</p> <p>Keep the transport network safe, effective and reliable.</p> <p>Improve performance in the related Statutory Performance Indicator:</p> <ul style="list-style-type: none"> <li>Percentage of the road network that should be considered for maintenance treatment.</li> </ul>	<ul style="list-style-type: none"> <li>Best Value Improvement Plan 2005 – 2008</li> <li>Residents Survey 2008</li> <li>Statutory Performance Indicators</li> <li>Stirling Performs</li> <li>AIS 2009/10</li> </ul>	Roads, Transport and Open Space	Quality Environment	High
2.07	<p>Increase the percentage of <b>emergency housing repairs</b> completed within the target timescale.</p> <p>Improve performance in the related Statutory Performance Indicator:</p> <ul style="list-style-type: none"> <li>Percentage of repairs completed within target times.</li> </ul>	<ul style="list-style-type: none"> <li>Stirling Performs</li> </ul>	Housing	Jobs & Opportunities	Medium
2.08	<p>Reduce <b>current tenants' arrears</b>.</p> <p>Improve performance in the related Statutory Performance Indicator:</p> <ul style="list-style-type: none"> <li>Current tenants' arrears as a percentage of net rent due.</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Performance Indicators</li> <li>Stirling Performs</li> </ul>	Housing	Jobs & Opportunities	Medium
2.09	<p>Reduce the time taken to <b>re-let void properties</b>, in particular reducing the number of re-lets that take more than 28 days.</p>	<ul style="list-style-type: none"> <li>Stirling Performs</li> </ul>	Housing	Jobs & Opportunities	Medium

## 2. SERVICE SPECIFIC PRIORITIES

	Area for Improvement	Source(s)	Lead Service / Team	Strategic Topic/Theme	Priority
2.10	Further develop performance measures and targets for categories of <b>non-householder planning applications</b> (as defined by the new Planning etc. (Scotland) Act 2006), to reflect the complexity of these planning applications and demonstrate performance improvements in processing applications within agreed target timescales.	<ul style="list-style-type: none"> <li>Statutory Performance Indicators</li> <li>Stirling Performs</li> <li>AIS 2009/10</li> </ul>	Planning, Regulation & Waste	Quality Environment	Medium
2.11	Increase the percentage of young people supported by <b>youth learning</b> who successfully move into training, employment or further education.	<ul style="list-style-type: none"> <li>Stirling Performs</li> </ul>	Economy, Employment & Youth	Jobs & Opportunities	Medium