



## COUNCIL PERFORMANCE REPORT QUARTER 1, APRIL – JUNE 2010/11

### 1 WHAT WE HAVE ACHIEVED

Section 1 presents progress towards the Council's key milestones as listed in *Shaping Stirling: Strategic Plan 2008 – 2012*.

#### 1.1 VIBRANT ECONOMY

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

At the end of June 2010, Stirling Business Panel membership exceeded 600 members, continuing the steady increase in membership since it resumed in 2008. Under the auspices of the Business Panel, the Planning service hosted a second consultation on the Local Development Plan, specifically aimed at the business community, in June. 19 businesses attended this event, with major developers and Stirling businesses represented.

Stirling Business Panel members have been invited to participate in two working groups linked to the Stirling Economic Strategy. The first group is developing the actions required to deliver the Strategy as it relates to business support, while the second group, chaired by the city centre manager, is involved in looking at practical ways to regenerate Stirling city centre.

All 50 spaces at the Autumn Trade Fair have been taken. Central FM and The Stirling Observer have been engaged, to ensure publicity for the event. The event will take place in September.

Following an entry by Stirling Business Panel to 'Enterprising Britain Awards 2010', the Panel has been short listed for the Scottish finals.

##### 1.1.2 Manage the Business Gateway function with Falkirk and Clackmannanshire Councils

A revised European Regional Development Fund (ERDF) application has been developed in partnership with Falkirk and Clackmannanshire Councils. This has been placed on hold until questions of match funding eligibility have been resolved at a national level.

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

Although the number of enquiries this quarter has decreased since the previous due to the uncertain economic climate, the number of enquiries over the last six months (January to June) is an improvement over the same period in 2009. The latest availability rates (March 2010) for industrial, office and retail premises remain below the Scottish rates.

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

In June 2010, the National Park Apprentice Scheme prepared a business plan for a participating business to aid expansion aspirations. This was done within the scheme's added value initiative.

### **1.1.5 Co-ordinate economic development activity locally through the Community Planning Partnership, across Forth Valley through the Forth Valley Tourism Partnership and regionally through the Scottish Enterprise East Central Scotland**

Stirling Economic Partnership continues to meet under the chairmanship of Dr John Rogers, University of Stirling. The Partnership is currently developing detailed action plans to support delivery of 'Open for Business', Stirling's Economic Strategy. The action plans will be reported to Executive in October.

Councillor Farmer will be taking up a Local Authority seat on the Regional Advisory Board of Scottish Enterprise East Region with effect from their next meeting for a period of 12 – 18 months. This will give Stirling an opportunity to more directly influence and engage in discussions at the Regional Advisory Board than has been possible until now.

The Strategic Forum for Sustainability, Economy and Environment discussed issues relating to the future economy of Stirling at their last meeting and have identified future areas of exploration including diversification, higher value jobs, investment in the local economy and social enterprise.

The Tourism Development Grant, designed to encourage collaboration and development of our tourism offering, has recently made a number of awards including:

- £2000 of support for Callander Jazz & Blues Festival towards extending the festival venues to outlying villages and marketing & PR costs.
- £2000 of support for Trossachs Mushroom Festival towards extending marketing & PR costs.
- £2000 of support to Lochearnhead Tourism Initiative towards website development and optimisation.
- £900 to Friends of Dunblane Museum to towards a new promotional leaflet for Dunblane Museum (plus Dunblane Cathedral & Leighton Library).

Stirling Council is also a key partner in the Callander Heritage Trail project. Work is almost complete, with the launch of the trail planned for late summer.

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

Touch Estate, Cambusbarron, was the venue for the press launch of the RACMSA Rally of Scotland 2010, which comes to Stirling and Perthshire for the second year in October. The rally will be the penultimate round of the high-profile Intercontinental Rally Challenge, which includes other events in Monte Carlo, Brazil, Argentina, Spain, Italy, Belgium, Portugal, Czech Republic and Cyprus. The event, which is organised by International Motor Sports, is supported by Stirling Council, Perth & Kinross Council and Scotland's national events agency, EventScotland.

The Stirling stages of the event will include Loch Ard and Achrey Forest in the Trossachs, with a service stop in Callander. The ceremonial finish will again take place at Stirling Castle on Sunday 17<sup>th</sup> October and will be free of charge to spectators.

A report commissioned by EventScotland in April 2010 revealed that the 2009 Rally of Scotland delivered more than £1.2m in economic impact - £800,000 of this in Stirling and Perth & Kinross - and more than £2m in media coverage. Findings showed that more than 40% of visitors to the event came from outside Scotland and that daily expenditure from overnight visitors was between £40 and £80 per day, providing local businesses with a welcome boost in what is traditionally a quiet time of year for these areas. It is anticipated that the second year of the event will have even more of an economic impact on the areas.

Stirling Council continues to support the Forth Construction Forum. Membership is up from 350 in June 2009 to 400 in June 2010. The forum includes members from Stirling, Clackmannanshire and Falkirk areas; Stirling enjoying the largest percentage of the total membership.

Following attendance at an Edinburgh City Regions Conference, work is underway to identify and address the areas of potential benefit for Stirling's economy from city region economies in both Edinburgh and Glasgow. Scottish Enterprise colleagues are assisting in this work.

### **1.1.7 Produce a revised Economic Development Strategy for Stirling**

As noted at 1.1.5 above, work continues on collating detailed action plans across the outcomes focused on economic success, business support, skills development & access to jobs, financial inclusion, communicating confidence and building for the future.

### **1.1.8 Develop and implement a Stirling Tourism Action Plan**

A successful bid has been made by Economic Support & Tourism to EventScotland for £10,000 funding to provide an event that will allow Stirling to celebrate the Commonwealth Games Flag Handover in Delhi in October with the rest of Scotland. 'Get Involved – Stirling's Commonwealth Games Handover Celebrations' is being organised in partnership with Active Stirling and will involve a day of activities at The Peak that will include sports demos and other sporting activities. There will also be cultural activities, such as dance and music performances, that will celebrate the many diverse nations that make up the Commonwealth. As part of this event, residents and visitors to Stirling will also be given the opportunity to view the flag handover at The Peak on plasma screens that will be set up specifically for this purpose.

This event will take place the day before the RACMSA Rally of Scotland and it will also be used to enhance promotional activity taking place around the rally, with a view to encouraging rally visitors to extend their length of stay by providing something 'extra' to see and do in the area, whilst also increasing the profile of the rally among residents.

Work continues to take place on establishing Stirling as a film-friendly destination. Various television productions have also chosen to use the City of Stirling and the wider Stirling area as a location, including a new comedy pilot for BBC Scotland called Freedom.

A review of the Stirling Tourism Action plan has also been undertaken by a sub-group of the Stirling Tourism Forum.

Six new Heritage Plaques have been produced for key sites in the Old Town. Plans are also underway for two interpretive panels at the Kings Knot roundabout lay-bys to encourage visitors to explore the City.

### **1.1.9 Develop and implement a Cultural Strategy and Action Plan**

Plans for the involvement of Stirling Council and Forth Valley College in the new Stirling University 'Learning Zone' have started. The M Power youth project festival over the summer, M Fest, is the culmination of the youth work with partners including MacRobert, Stirling Council and the College.

### **1.1.10 Increase available business space through the development of a Local Development Plan**

The Main Issues Report published in May 2010 highlights the requirement and options for provision of an adequate supply and type of business space to support sustainable economic growth in Stirling. Consultation and engagement with local business and partner groups is ongoing to inform and influence the economic development aspects of the proposed Local Development Plan.

### **1.1.11 Actively promote and market Stirling as a place for business, visitors, students and residents through the Stirling Brand Partnership**

The Council has been working with Standard Life Investments to enhance The Thistles' customer service and introduce a visitor information desk and plasma screen in the heart of the shopping centre. The aim is to welcome visitors and help Stirling Brand partners by promoting Stirling's other attractions to a receptive audience of shoppers.

Since its launch in spring, the visitor information point has been attracting approximately 60 visitors daily. It is staffed every day during centre opening hours, with the team on hand to answer questions. Phone and internet access are available for researching visitors queries when the necessary information is not immediately available. For visitors looking for directions, tear-off maps

are given away free of charge. The team are also on hand to recommend places to eat, places to visit and things to see and do.

A plasma screen provides supplementary information about Stirling's attractions and real-time information on the latest special offers and events. Partners who have promoted events so far include Historic Scotland, local hotels, Stirling Council's cultural team and Active Stirling. The Council's Marketing Communications team are responsible for updating the plasma screen, and for providing background information briefing notes to The Thistles.

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

Delivery of the Local Transport Strategy (LTS) remains ongoing, although future programmes are likely to be reduced.

Significant access improvements completed in the first quarter of 2010/11 include:

- Ring road improvements (completion of Kings Knott roundabout / commencement of Greenyards roundabout).
- Increase of demand responsive transport services to cover residents in the remote rural areas Balquhider, Callander, Killin, Strathfillan, Strathard and The Trossachs.
- Introduction of the new City Centre Parking controls.

A review of the LTS and its delivery programmes is proposed, to confirm whether the strategy remains consistent with the Single Outcome Agreement and Roads and Transport Service; and to review delivery programmes in light of the future travel demands arising from the land use allocations identified in the Local Development Plan.

#### **1.1.13 Increase the stock of business space through direct development by the Stirling Council Development Agency**

The latest position on mixed-use proposals including affordable housing, retail/leisure for Station Road was considered at the June Planning Panel. A revised flatted dwelling development on Forthside is being progressed. There is potential retail interest in Burghmuir and consent has been obtained for infrastructure works at Kildean.

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

Construction works for the latest Vital Stirling project have recently been completed at Friars Street/Baker Street, Stirling.

Stirling Council, as part of the Vital Stirling theme, decided to invest in public realm areas to improve the attractiveness, performance and competitiveness of the city. A series of projects were developed to complement the beauty and history of the city and enhance the city-centre areas for visitors, residents and business. This included improvements at Friars Street and Baker Street.

The project involved completing the installation of modern granite materials in Friars Street and the refurbishment of Baker Street using more traditional cobbles and stone slabs. Despite working through some extremely harsh winter conditions, works were completed on 21 May 2010, 3-weeks later than originally planned.

Both Friars Street and Baker Street are busy shopping and area and the works were carried out in stages with Traffic and Pedestrian Management incorporated into the contract to minimise disruption and to allow access to the large variety of shops and residential premises in the area.

This prestige streetscape scheme has made a significant improvement to the character of the city centre and further developments are planned for later this year.

### **1.1.15 Activate sites with economic/employment potential through development and implementation of action plans providing a strategic approach to tackling barriers associated with particular development sites**

The employment sites register is being updated and developed as an Access database, which will be known as the Business Sites Register. This will allow easier extraction of information and ongoing updates.

## **1.2 JOBS AND OPPORTUNITIES**

### **1.2.1 Increase the number of social rented homes and address rural housing needs**

The Council's own programme of new council house building is progressing well. The conversion of the former Holy Trinity School to provide 10 properties for homeless accommodation is now complete (see paragraph 1.2.3 for more details). Work has commenced on the 10 new build properties at the Kingsacre site in Torbrex and is programmed for completion in September 2010. Refurbishment works have commenced on the property at 4 The Path, Bannockburn which will provide 4 general needs flats by the end of the year.

The property at Ivanhoe Place, Raploch being designed for a family with particular needs should start on site in August with a programmed completion date in early 2011.

It is anticipated that the 18 properties being purchased 'off the shelf' from Ogilvie at the New Park development (former St Modans school) will commence on site in August and will be completed by spring, 2011.

The re-provision of Torbrex House which will provide a mixture of general needs houses, flats for those with learning disabilities, a staff hub and respite unit is programmed to start on site in October and to be complete by the summer, 2011.

The remaining 19 properties that have been approved for Scottish Government funding in Bannockburn and Gargunock are currently the subject of community consultation.

### **1.2.2 Create a new community with 2,500 Homes at Durieshill**

Discussions are continuing with the developer with regard to the initiation of the Durieshill major growth area project, including timescales, phases and infrastructure requirements. The current economic climate continues to delay the start of the development. An option of not progressing with the Durieshill development was included in the Main Issues Report of the Local Development Plan. Consultation responses will be useful in assessing whether this option should be given further consideration.

### **1.2.3 Deliver the Homelessness Strategy, increasing temporary accommodation, tenancy sustainment and preventing homelessness**

The Council has continued with a number of measures to increase the units available for temporary accommodation, with the total number of units increasing to 257 as at the 30<sup>th</sup> June 2010. This includes the newly opened facility at Holy Trinity, which has 10 units of temporary accommodation suitable for single persons and families, and 5 newly sourced dispersed lets. Whilst the numbers in bed and breakfast remain at around 100 per night, it is hoped that the opening of the Holy Trinity facility at the end of June will have an impact on the use of bed and breakfast over time.

Homelessness prevention work continues to be a priority for the Council, and our 3 Housing Options Officers dealt with 139 advice cases during the first quarter of 2010/11. During this period, there have been 26 Section 11 referrals under Section 11 of the Homelessness etc (Scotland) Act 2003, where the Council is advised by a landlord that they are taking action to evict a tenant. The Council has also assisted 4 owners at risk of homelessness through the mortgage to rent scheme in the first quarter of 2010/11. Housing services continues to seek opportunities to secure accommodation in the private sector to help house homeless people.

A new lettings plan has recently been agreed by the Council which allocates one property as a homeless dispersed let in every new build / purchased site. Housing Services have also recently purchased 10 properties from the private sector at the new Kingsacre site in St Ninians. These properties will be allocated according to the new lettings plan, providing the Council with one dispersed let and nine other properties, which will be allocated according to the existing Allocation policy.

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

Housing Services continue to work with Adult Social Care and Forth Housing Association to provide accommodation for those with additional needs. A site at Gateside Road being developed by Forth Housing Association includes 8 properties for people with mental health issues. This is programmed for completion in October 2010.

Proposals for the re-provision of Torbrex House have been prepared in consultation with Adult Social Care and will include 6 flats for people with learning disabilities, a staff hub and respite unit.

Housing Services, Forth Housing Association, and Adult Social Care have also been working together to develop detailed proposals for 14 units in the Raploch area for those with learning disabilities.

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

In June, representatives from Forth Valley College and Stirling Council agreed that there is a need to refresh the Stirling Council Forth Valley College Partnership Agreement, in the wider context of the development of the college's input into Curriculum for Excellence, particularly with regard to the senior phase.

26 young people in Stirling have been referred for an Activity Agreement since January 2010. 9 young people are on an Activity Agreement in Stirling at July 2010. An Activity Agreement is a personalised programme of learning activities for young people who are 16-19 years old and not ready for formal further education, training or employment.

A multi-agency consultation group was brought together in May 2010 to plan a revision of the Additional Support Needs (ASN) Transition Guidelines for Stirling Council. Key actions resulting from the day were:

- ASN team and Educational Psychologists collated the themes, quotes and feedback from the day and drawing on Code of Practice and other materials to provide a framework for a policy and accompanying materials.
- A group met in June to look at various materials and processes for involving young people in their transition.
- A policy group met once in June and will meet again in early September. (This group links closely with the Pupil Support Coordinators group and will also coordinate information sheets for a transitions pack from a range of services / agencies).

The initial consultation group will then meet again before the October holiday, so that services can take forward training / sharing the outcomes of this work as it is implemented.

#### **1.2.6 Continue the physical and social regeneration of Raploch, Cornton and Culthenove with active community involvement**

Following the decision by Executive on 20<sup>th</sup> May 2010, £20,000 of Fairer Scotland Fund resource has been secured to support the physical master planning. A tendering process is currently underway to buy in additional specialist resources to support the process. A Steering Group will be set up by the end of August to oversee both the physical and socio-economic master planning, ensure robust links between the two processes and meaningful community involvement. It is expected that both processes will be complete by March 2011.

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

The Long Term Limiting Conditions Income Maximisation Project has now been established and Advice Services are currently recruiting to fill Project Worker posts. The scope of the work to be delivered by Advice Services has been expanded to take account of financial inclusion issues, particularly capability. This provides a dedicated approach to ensuring the financial wellbeing of service participants, including tenants, clients of Adult Social Care and Direct Payments recipients. There are also developments nationally around this agenda but particularly Poverty Action Planning and Impact Assessment; which is likely to broaden the scope still further. Following a clearer national picture and the outcome of the advice review the notion of a local conference will be reconsidered.

The Community planning Partnership has recently commissioned Blake Stevenson to undertake a review of the need for and supply of advice locally. This review is likely to report in late summer.

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

A review of the Gender Equality Scheme 2007-10 and the new Gender Equality Scheme 2010-13 were approved at by Council at their meeting on 24<sup>th</sup> June. The new scheme and action plans have been developed in the context of ongoing activity on the wider equality and diversity agenda, including the new Equalities Act 2010.

When the associated Public Sector Duty comes into effect in 2011, it will require a comprehensive approach to promoting equality and preventing discrimination on the part of public sector organisations. It is anticipated that this will require the Council to develop and publish a single, comprehensive equality strategy/scheme. Guidance clarifying this is currently under development and will be the subject of consultation in Autumn.

### **1.2.9 Invest in support for rural businesses and communities through the Forth Valley and Lomond LEADER programme**

The Forth Valley and Lomond LEADER Local Action Group awarded £65,091 to two projects in rural Stirling and two projects in rural Falkirk during this period: Funds went to Strathfillan Development Trust for its Crianlarich Heritage Feasibility Study and Heart to Heart's Rural H2H Pilot in Stirling, and Shieldhill Youth/Community Hall and Central Scotland Forestry Trust's Equestrian Tourism Study in Falkirk.

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

The Council's Phase III bid for a funding contribution towards the development of a further 79 properties over 4 sites was submitted to the Scottish Government in May 2010. A decision is awaited.

## **1.3 LIFELONG LEARNING**

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

Work is continuing on the development of Guidance to Schools by the Dyslexia Working Group. It is anticipated that the draft document will be ready for consultation by August 2010, and ready for full implementation by the end of 2010.

Planning for Transitions, in particular in relation to young people with additional support needs, is being taken forward with schools and partner agencies. Multi-agency consultation groups have met to develop more detailed guidance for schools, provide leaflets and information for parents and young people, and to clarify roles and responsibilities of agencies currently supporting this

broadening group of young people. Further meetings and training are planned for August and September 2010. A review of strategic and operational forums around More Choices More Chances is also underway.

Work is also underway to draft a policy for English as an Additional Language (EAL) and English for Speakers of other Languages (ESOL). A short life working group will be established to which interested Secondary teachers will be invited to join.

### **1.3.2 Locally implement key national strategies including Curriculum for Excellence (CfE) and Assessment Is for Learning**

For Stirling establishments the additional development day that was granted by the Scottish Government and all schools and nurseries was taken on 4<sup>th</sup> May 2010. All establishments focused on engaging with the document Building the Curriculum 5 and planning their pathway forward with this. All staff are now more familiar with BtC5 and have a greater understanding of their role.

The Strategic Forum for CfE was re-established this quarter, with the purpose of co-ordinating collegiate workstreams to support implementation of CfE. Plans for cluster development work have been initiated with each cluster identifying an aspect of the curriculum that they will work together to develop and subsequently share outcomes across the Authority.

Plans have been made with HMIE to support the Authority's and establishments' work in relation to developing Assessment, Monitoring and Tracking and with discussions on the Secondary curriculum.

A broad range of staff development opportunities have taken place to assist with the implementation of CfE. These have included:

- Planned focus closure days.
- The ongoing core training programme.
- Early Years Network Meetings recently involving partners from Forth Valley NHS.
- Documentation Encounters, which are helping educators to recognise how the documentation approach supports their positive journey forward through the new curriculum.
- Supporting engagement and sharing on GLOW e.g. phonological awareness materials.
- A series of staff development follow up days, providing an invaluable opportunity for educators to share their development work and engage in the networking opportunity.
- A newly devised opportunity focussing on supporting educators working with children under three.
- Diet and Nutrition training in conjunction with partners in health.

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

Classes and workshops for children have continued this quarter. Jazz and traditional music workshops culminated in performances to audiences in excess of 40 in June, involving young people at all levels of experience. The Music Development Officer has also been heavily involved in the support and development of M Fest, in partnership with project staff from the MacRobert.

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

Work has continued with the refurbishment of Bannockburn High School, with the central block and the final wing due for completion in the autumn. Progress has been good, with floors 1 to 3 due for re-occupation at the beginning of the autumn term, leaving the ground floor and external works to be completed thereafter.

Detailed design work to tender stage on Cowie Primary is nearing completion with the tender due for issue and return in Quarter 2. Community consultation on proposed works to extend and refurbish Doune Primary in summer 2011 took place in June, attracting significant community response.

Works to refurbish Whins of Milton Primary School to re-house the secondary Student Support service from Edward Avenue in Riverside is nearing completion.

The review of the School Estates Management Plan is advanced and has included work to review building suitability and fire assessment as well as building condition.

### **1.3.5 Complete the Schools Review to ensure sufficient capacity to meet the needs of a growing population**

The service has modelled the various options being considered as part of the Local Development Plan. Initial discussions took place with the planning team over issues attached to each site as part of the evaluation process. The service has indicated the education consequences of each site and how provision could be efficiently delivered either through existing provision, scheduling or new build.

As part of the consultation over the main issues report, officers have participated in the public meetings organised by planning. Officers have also worked with the Assets, Property and Facilities service over the capacity and future needs of establishments as part of the review of the capital programme.

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

The launch of the Community Learning and Development Strategy is now scheduled for November 2010, incorporating the CLD Awards. Workshops will continue in August and September to involve a wide group of interested individuals and organisations. Tenders for the refreshing of the Skills Toolkit and professional development will be issued in July.

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

The Have Your Say group from the Adult Learning Team have launched their first photographic exhibition. The exhibition, currently on display at the Smith Museum and Art Gallery, has allowed participants to capture remarkable images full of colour and texture. Learners' confidence has grown, literacies skills improved, and anxiety and low self-esteem have been reduced.

Adult Learners at the Riverbank centre have been participating in a gardening and literacies class run by the Adult Learning Team, which has helped with language, reading and numeracy skills. Vegetables and flowers were grown with the Riverbank cafe able to use the vegetables, and flowers being used in hanging baskets, which were then sold to provide further funding for materials for the course.

Literacies learners were among over 200 adult learners and guests who attended the Adult Learning Team's annual learner celebration event at the Albert Halls in May. Learners taking part received certificates for their achievements and some peer recipients of special awards in recognition of outstanding effort and progress.

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

Further funding of £31000 has been received from the Scottish Government for the local delivery of the national ESOL strategy for adults. Work is currently being undertaken through the ESOL Stakeholders Group to allocate this.

24 participants from 7 families recently took part in a family ESOL project, run in partnership with the Adult Learning Team and Riverside Primary School. The project aimed to help parents develop English language skills that would allow them to better communicate with their child's school and help their children's learning. Participants reported that they felt more confident in dealing with the school and felt more likely to progress on to a higher-level English class. This project was funded through the Community Planning Partnership.

### **1.3.9 Work with Forth Valley College to deliver a new Stirling Further Education college with a focus on vocational training in skills that are required by the expanding local economy**

Forth Valley College now has formal confirmation of the funding for the new college and the development will go ahead as planned, with completion planned for March 2012. This will allow the departments to support key industries in Stirling area, particularly the Creative Industries area. As an initial link, discussions regarding new funding to the college for work with Children in Care and Care leavers have been established. Stirling Learning Alliance has initial plans in place for a joint programme of training for staff across the learning sectors.

### **1.3.10 Develop learning opportunities available through libraries**

One of the volunteers who work with Stirling Council Libraries was named "Volunteer of the Year". Alisdair Douglas has been a volunteer with Stirling Council Libraries for eleven years delivering books to the housebound in Pleau, Cowie, Fallin and Central Stirling every fortnight. Since 2003 Alisdair has also been training the Housebound to use library loaned computers in their own homes.

Bridge of Allan Library learner Carmel Knox was named "Adult Learner of the Year" by Forth Valley College at its 2010 Learners Award event at Falkirk College and is now going on to study for a further qualification.

The Reader-in-Residence project has now finished at HMP Cornton Vale. The Library Service is currently maintaining some activities.

The Archives course and series of workshops 'Routes to Your Roots' - using original sources to develop your family history research - was given in May 2010.

## **1.4 IMPROVED WELLBEING**

### **1.4.1 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, and the final part of a research project led by the Educational Psychology Service to look at the purpose and future need for the primary extended learning support bases at Riverside and Fallin Primary Schools has been shared with the Inclusion team and further actions agreed. This work will take place from August 2010.

The new model for allocating Support for Learning Assistants – Additional Support Needs was fully implemented in May 2010, with the allocations to schools agreed within existing budget.

Updated policy and procedures for the Council's Resource Allocation Group have been developed in draft form to ensure that they are in line with the additional functions now covered by the group. The draft procedures will be ready for final consultation in August 2010.

It is anticipated that the new legislation contained within the Education (Additional Support for Learning) Scotland) Acts 2004 and 2009 will be implemented by the Scottish Government in November 2010. An action plan developed by the ASN team in Stirling is being implemented and partners from a number of agencies are working with ASN staff to put the necessary procedures in place. Guidelines have been drafted, a formatted database has been created and emails will be generated to schools with information to support them to be compliant with legal time constraints.

Systems are being developed along with partner agencies with regard to the notification of all children under the age of 3 years deemed as disabled. This is in order that we can ensure that adequate supports and plans are in place as is required under the duties of the amended ASN Act 2004.

This action plan will continue to be the focus of work for the ASN team for session 2010-2011.

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

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 (monthly in the first instance) with framework providers. Work has progressed well this quarter on the incremental transfer of work to the three Framework Providers, and will continue over the next few months.

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

The Peak has had an excellent first year of operation with visitor numbers exceeding 800,000 against a predicted 500,000. The community has enthusiastically welcomed this new facility as part of their lifestyle with over 4,000 gym inductions delivered in the first year and approximately 130 health & fitness classes each week.

The number of leisure cardholders aged over 65 has increased from 1,739 in June 2009 to 2,983 in June 2010. The increase is due to a diverse range of groups, such as Healthy Hearts operating in The Peak. This represents an increase of 71%.

Forthbank Leisure Stadium has been refurbished and re-branded as Forthbank Performance Sports Centre. The refurbished conference suites now provide customers with new technology that includes flat screen TVs, interactive whiteboards and internet access. Within the Forthbank Performance Sports Centre the previous gym has also been modernised and provides equipment and space for High Performance Sport Strength and Conditioning.

Stirling Sports Village is a recognised site for both the 2012 Olympic Games and the 2014 Commonwealth Games.

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

The Library Service arranged a series of author visits including Aline Templeton, Des Dillon, Jess Smith, Sheila Stewart, Laura Marney and Louise Welsh this quarter. St. Ninan's Library also hosted a successful Veterans Day event in June with the author Alistair Urquhart.

The Veterans' Day banners exhibition celebrating the lives of Stirling's Veterans from the 1800s to the present day began circulating round libraries in June.

The 2010 Off the Page Book Festival was launched at Drymen Library on the 13<sup>th</sup> June. "Off the Stanza", a poetry competition which forms part of this year's festival, was launched in May. The Stirling Makar's 'Poem of the Month' is now available on the council web site linked from main page <http://www.stirling.gov.uk/poem>.

The Young People's Summer Reading Programme "Time-Travellers" was launched in mid-June. This programme offers young people the chance to explore history, read great new books, join in library events and take part in activities.

The Library Service is contributing to Ask Scotland, an online information service focussing on local and family history, provided by Scotland's public libraries. Users can email a question using an online form or chat with a librarian using an instant messaging service, which is available 9am-5pm, Monday to Friday.

The Archives Service has held a series of exhibitions showcasing the Kirk Sessions' records, which are held at the Archives courtesy of the National Archives of Scotland. Exhibitions have been held at Logie Kirk 9 - 13 April, Gargunnoch Kirk 17 - 23 April, Holy Rude, Stirling 28 May - 14 June, Killin Kirk 18 - 28 June. Further exhibitions are planned.

#### **1.4.5 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 principle themes of the Access Strategy continue to be rolled out:

- **Promotion:** Land Conservation service have promoted better access to and use of open space via The 'Stirling Great Outdoors' Access Festival held this summer and the ongoing programme of Community Action Days and events.
- **Core Paths Plan:** following adoption of the Core Paths Plan in 2009, a rolling programme of signage and gate improvements is ongoing to help bring the network up to a minimum standard. An audit of the core path network identifying required improvements is also ongoing.
- **Protecting Rights of Access:** whilst 607 new rights of access issues have been logged since May this unusually high number is principally due to the audit of the core paths (identifying 525 issues). In the meantime, 63 issues have been resolved. Of particular significance this year was the dropping of the court case against the Council's decision to protect public access rights across land owned by Snowie.

To assist with providing and promoting better access to open space in the future:

- An extensive consultation exercise has been undertaken to inform an Open Space Strategy (to inform future priorities and programmes)
- Work is ongoing supporting the Community Planning Partnership in developing the Central Scotland Green Network in Stirling (as identified in the Government's National Planning Framework)
- Investigations are ongoing with communities to enable them to help deliver local path improvements

Active Stirling continues to expand a walks for all programme under the banner 'Walk About Stirling'.

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

Following the completion of the 2009/10 Safer Routes to School programme – which included 8 safer routes to school schemes (in Kippen / Cowie / Deanston / Buchlyvie / Dunblane / Beaconsbur / with schemes at Balfour and Fallin part funded by Sustrans) most schools are now within 20mph zones. In addition, cycle parking was provided at Killin and Cornton Primaries (with match funding coming from Sustrans).

However the annual Sustrans 'hands up' (travel) survey shows continued decline in active travel to schools, emphasising the need for schools to play their part by preparing and implementing their school travel plans.

Within the first quarter of 2010/11, we have distributed 8000 copies of the new Stirling City Cycle Map to help residents identify convenient and attractive routes around the City. In addition, match funding has been secured from Sustrans for continued development of the National Cycle Network in Stirling and improvements to the cycle network in Stirling City.

Work is ongoing to support the Community Planning Partnership on developing the 'Stirling Walkable City' concept.

Finally, Cycling Scotland has assessed the cycle facilities provided at the Municipal Buildings and Viewforth and has awarded the Council the Cycle Friendly Employer Award.

### **1.5 QUALITY ENVIRONMENT**

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

The first phase of public consultation on the emerging Open Space Strategy for Stirling was held during May and June 2010. Questionnaires continue to be submitted, with the closing date in early August. Further work continues on the Quantitative Audit by both Forth Valley GIS and our in-house

Asset team, to ensure the accuracy of the information used and presented. Consultation on the Master Plan for Kings Park is complete, concluded by a series of three events to consult on the Draft Master Plan.

Also this quarter, TGP Consultants have completed a mineral study of Plean Country Park and have held a 'memories' walk in conjunction with the Ranger Service around the Park. The Tree and Woodland Strategy has also been completed and has been sent to Members for consultation before presentation to Council in the Autumn.

A consultation on Allotments was launched in June 2010 to determine the demand across Stirling for additional allotments together with likely locations for such sites. The closing date was the end of June 2010. A full report on the outcomes will be presented to Members as soon as possible.

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

Effective community engagement and participation continues to be encouraged and facilitated to inform the preparation of the proposed Local Development Plan, with 15 community consultation workshop sessions held throughout the Council area during May and June, along with public and community council meetings, to gain local views on the Main Issues Report (published in May 2010) and input into determining the type of place and planning the shape, style and scale of Stirling over the next 20 years and beyond.

Also this quarter, three grant applications have been approved for the Community Pride Fund, totalling £2,204.37 for projects such as pedestrian track improvement, planting of flower tubs, village green grass cutting, and purchasing of a garden bench and litter bin.

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

Land Services received their 2009/10 Local Environment Audit & Management System (LEAMS) score of 74, a considerable achievement with no 'Grade D' areas now present in Stirling. More significantly, internal, external and validation scores are showing consistency across the year to within 1 point. This demonstrates the achievement of a consistent standard of cleanliness throughout the year. The score of 74 makes Stirling the 6<sup>th</sup> equal cleanest Scottish Local Authority Area according to Audit Scotland statistics.

The statistics also show Stirling to be ranked 1<sup>st</sup>, the most efficient and effective, in dealing with abandoned cars.

Land Services is currently re-designing the Street Cleaning Service to further improve efficiency and to target resources to the areas of most need using data from the Community LEAMS developed by Council Officers in a process ratified by Keep Scotland Beautiful, to build on the success of the last year.

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

Extensive work to create new lit footpath links and improve the general accessibility and amenity of the Kings Park have been undertaken recently. Work continues on the Back Walk with plans in place to overhaul the first 'panel' behind the Campbell Bannerman statue, and to the Dunblane Riverside Walkway, to protect the stability of the walkway. Drainage of Laighills pitch to improve the amenity use of the pitch is now underway. Also this quarter, a footpath link has been created by Fisheries staff along the riverside in Cornton to improve access for both fishermen and the general public.

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

The Council continues to implement initiatives to further increase the amount of waste that is recycled and composted, and reduce reliance on disposal in landfill, in accordance with Scottish

Government's Zero Waste plan (published in June 2010), and to comply with statutory recycling and landfill diversion targets. This includes further rollout of food waste collection and city centre recycling service, along with waste recovery operations.

The Salvation Army together with Stirling Council Housing Services, Youth Services and Criminal Justice Services have established a new Furniture Recycling Project, The Valley. The aim of the project is to recycle old furniture, white goods, electrical appliances and soft furnishings from houses across the Council area reducing the amount of furniture and goods going into landfill. Furniture will be collected from all across the area, restored and cleaned by youths carrying out community service and sold at reduced rates to the public from The Valley showroom.

This project will both reduce landfill costs to Housing Services when emptying void properties and help new tenants, in particular homeless applicants, source furniture and fittings. It is hoped that this will assist tenants to sustain their tenancies and prevent future homelessness.

## **1.6 BETTER SERVICES**

### **1.6.1 Develop employees to ensure they are appropriately skilled, empowered and motivated to realise their full contribution to the delivery of Council objectives**

The Council is committed to the ongoing development of its leaders & managers. Through the Organisational Development strategy, it recognises the importance of providing both leadership development & management development opportunities in relation to the organisation's wellbeing & improvement. A Management Development Framework, known as SCOPE, that combines leadership & management development, has recently been endorsed by Council Management Team. Managers are required to plan, organise, staff, direct & control the organisation's resources. They also need to display people oriented values, create a compelling vision, inspire, motivate, coach & lead.

SCOPE's principles are to:

- Clarify the performance, skills & behaviours expected of managers across the organisation.
- Provide learning opportunities to support individual managers enhance & maintain their behaviours, knowledge & skills to effectively performance manage their teams, resources & service delivery.
- Enable managers to respond positively & effectively to the challenging & changing business environment.
- Encourage the reflection of a manager's own performance & behaviour as the basis for future development.
- Provide guidance criteria for aspiring managers.

Its key components are:

- Developing self awareness & personal skills
- Providing direction
- Working with others
- Using resources
- Achieving results

Initial focus for development activities will be with Team Leaders as the largest group of line managers.

#### **Personal Review & Development (PRD)**

PRD is the rollout of a consistent Council wide appraisal framework to ensure that every employee has the right to have a 121 with their manager, to know how they are performing in their role and to discuss and agree what their learning and skills development should be to support this. It is a key aspect of the Organisational Development Strategy and a sub set of performance management.

The Organisational Development team is currently working to its project plan of delivering managers training and employee briefings to support the wider rollout of PRD to all other parts of the

organisation. Regular updates regarding numbers of managers trained and employees briefed are reported to Council Management Team as part of the Change programme.

To date 118 managers have been trained & 700 employees briefed. Rollout is expected to continue up to the summer of 2011.

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

Phase 2 of the Customer Relationship Management Project is due to be completed during August 2010. This includes the migration of both Waste Services and Roads to the new system.

New and revised Information Security Policies have been agreed by Council Management Team this quarter. Work is now being undertaken to ensure these policies are effectively communicated with employees using briefing notes and the Source.

### **1.6.3 Embrace the opportunities offered by the web, new technology and national infrastructure developments including data sharing**

A revised ICT strategy was agreed by Council in June 2010. The ICT Strategy sets out Stirling Council's approach to the development and delivery of ICT services to support the Council over the next three years. ICT plays a crucial role in ensuring sufficient support is available to the strategic and operational/service delivery functions of the Council, as well as enabling change and improvement. The strategy describes how ICT will be adaptable to changing business needs, respond to the changing size of the organisation, be stable and reliable, provide value for money and integrate both within the Council and between Partners.

The strategy is wide-ranging and focuses on three key areas:

- Technology that supports the needs of the Council.
- Governance that prioritises the right things and delivers benefit.
- Service delivery that is effective and efficient.

Detailed plans are now being drawn up for the implementation of the key priorities identified in the strategy.

## **1.7 PARTICIPATION AND RESPONSIBILITY**

### **1.7.1 Support and encourage parental involvement and engagement in their children's education through Parent Councils and other forums**

The Parental Involvement Strategy is yet to be agreed by Senior Management in Education. HR provided training for those Parent Council members who were involved in recruiting senior staff in schools in June.

The Parental Involvement Officer met with the Organisational Development Advisor this quarter, to discuss the rolling out of diversity training to Parent Council Chairs. The diversity training is delivered by a chair of a Parent Council.

A consultation workshop took place in May with parents and professionals to discuss updating Stirling Council's anti bullying policy.

The Parental Involvement pages on the Stirling Council website have now been updated. <http://www.stirling.gov.uk/index/council/getinvolved/parentalinvolvement.htm>.

A new group is meeting in the next quarter to discuss the new web site and how this can be used as an opportunity to communicate more effectively with parents. The Parent Council newsletter was issued again this quarter. In future this will be posted on the web site.

### **1.7.2 Encourage community involvement and community based activity**

In the Hillpark area a newparent and toddlers group has been supported this quarter, which has seen a range of people new to community activity become involved. Similarly in Raploch a Young Parents Group has started as an offshoot of the successful Health Issues in the Community course.

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

Training needs analysis forms were sent to all Community Councillors this quarter. By the deadline for return, approximately 21% had been returned. Information will be used to feed in to the wider Community Training Needs Analysis being undertaken in partnership with local training providers and the review of Stirling Council's Skills Toolkit.

### **1.7.4 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**

The Communities Team has supported 7 organisations to attract £31,772 in external funding this quarter. The Community Grants Fund dealt with 34 successful applications to a value of £14,517.

The Council agreed to work with Dunblane Development Trust through the Scottish Government sponsored Development Trusts Community Empowerment project to consider the disposal of the Braeport Centre to the Trust.

Continued support is also being offered to Raploch Community Partnership to secure the future of the Edzone adult learning project.

## **1.8 MORE SUSTAINABLE**

### **1.8.1 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 report on delivering a Public Engagement Campaign was agreed at the April Executive Committee and preliminary work has begun, including a screening of Food Inc at the MacRobert and a bike-operated smoothie maker in the canteen to highlight the key themes of Bike Week and the partnership between Stirling Council and Going Carbon Neutral Stirling.

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

Preliminary research has begun to develop a Climate Change Adaptation Action Plan, including drafting an Introductory Briefing on Adaptation. Presentations were given to Housing Management Team in April, Roads & Transport Management Team in May, and Finance & Procurement in June. The 2010 Annual Statement on delivering commitments in Scotland's Climate Change Declaration is due to be forwarded to the sustainable Scotland Network in September 2010.

Discussions are taking place within the Environment Partnership of Stirling's Community Planning structures to explore how work on sustainability and climate change can be spread across all Partner agencies and through all relevant workstreams.

## 2 HOW WE HAVE IMPROVED

Section 2 presents information on areas of weaker performance, explaining what corrective action has been taken, outcomes of any audits or inspections, and progress towards items identified in the Annual Improvement Statement.

### 2.1 Social Work Performance Inspection

The Social Work Inspection Agency (SWIA) have indicated that the inspection fieldwork for their follow up inspection will take place from the 14<sup>th</sup> to the 16<sup>th</sup> of September. Officers remain in close contact with SWIA in relation to the progress of the action plan and support in self-evaluation activity. Updates to the Action Plan continue to be considered at the Service Delivery & Performance Committee.

### 2.2 Care Commission Care Home Inspections

There have been two Care Commission care home inspection reports published during quarter 1:

	Quality of Care and Support	Quality Staffing	Quality of Management & Leadership
Beech Gardens	<i>Not inspected</i>	<i>Not inspected</i>	Adequate
Wellgreen	Good	Good	<i>Not inspected</i>

For Wellgreen, positive aspects of the inspection included case files being well organised and person-centred, the service being good at listening to feedback and the service encouraging people to make choices relating to their care and support. Areas for improvement included developing the systems in place to encourage people to participate in assessing and improving the service and ensuring that all documentation used in the service was signed, dated and circulated to the appropriate people. Two recommendations were made in the report, which are now being progressed by Social Care.

Beech Gardens was inspected solely in terms of the quality of management and leadership. An 'Adequate' grade was awarded and it was considered that the service should keep better records in personal plans, particularly with regard to healthcare needs. Personal plans should also include more detail of life story and current family situation. The service should also further develop effective assessment and audit systems and this should include assessment of pain, falls risk management and medication administration. One requirement was outlined in the report, which is again being progressed by Social Care.

### 2.3 Care Commission Housing Service Inspection

The Care Commission carried out their annual inspection of the Housing Support Service provided by the Housing Service in February 2010. Due to previous Care Commission inspections and subsequent action taken by the service, the Care Commission determined that a low intensity inspection was required. The results are shown in the table below. The inspectors made one recommendation for further action, which was not classified as a 'requirement'. An action plan has been submitted to the Care Commission to address this.

	Quality of Care & Support	Quality of Staffing
Housing Support Service	Good	Good

## 2.4 Scrutiny Review of Care Services for Older People

The balance of care continues to demonstrate overall improvement for the last quarter with an increase in care at home provision set against a decrease in long term care use, shown in the table below. This is compared to 21% in April 2009 and 17% the year before. The national target is 30%.

		Jan	Feb	Mar	Apr	May
Care at Home	Balance of Care	25.6%	26.7%	26.0%	26.7%	27.7%

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

The Education Service is currently working up a detailed action plan to implement all of the recommendations made in the final scrutiny report.

It was agreed at the April meeting of the Scrutiny Panel that it should be remitted to the Service, Delivery & Performance Committee to determine and agree the most appropriate mechanism of monitoring the action plan and follow up survey activity.

## 2.6 HMle Child Protection Inspection

The Child Protection Inspection findings were published on the 10<sup>th</sup> June and discussed at Council on the 24<sup>th</sup> June. The overall conclusion of the inspection report was that while there have been some improvements in some areas since the previous Child Protection inspection in 2008, on the whole improvement has been insufficient and in some cases there has been a reduction in the quality of services to protect and meet the needs of vulnerable children and families.

The report balances a number of very positive comments about services with more challenging comments about inconsistencies in practice giving rise to concerns about inadequate services in some cases and the possibility of risks in these cases not being addressed satisfactorily. Of particular concern is the apparent failure of internal quality assurance and self-evaluation processes to have identified these inconsistencies in practice and resulted in action being taken to close these gaps at an earlier stage.

An action plan has since been agreed in response to the main recommendations made in the report:

- 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.

A Multi Agency Continuous Improvement Group has been established to progress the action plan. The group meets fortnightly and liaises closely with Emma McWilliam, Stirling's Link Inspector.

Some changes have already been introduced to the Child Protection Committee, with the appointment of an independent chair, George Hunter, and an increase in the frequency of meetings.

## 2.7 HMle Early Years Inspections

From April to June 2010, HMle inspection reports for two of Stirling's private early years partner providers were published. The Meadows Nursery School was evaluated as very good for improvements in performance, children's experiences, meetings learning needs and improvement through self-evaluation, and good for the curriculum. Hummingbird House Nursery was evaluated as good across all of the quality indicators.

During the same period, the Care Commission inspected thirteen of Stirling's early years' settings. This included two of our own nursery classes:

	Quality of Care & Support	Quality of Environment	Quality of Staffing	Quality of Management & Leadership
Killearn Primary School Nursery	Excellent	<i>Not inspected</i>	Very Good	<i>Not inspected</i>
Newton Primary School Nursery	Very Good	Very Good	Good	Very Good

Eight standalone nurseries and three of our partner settings were also inspected and evaluated as very good or excellent. Further details and copies of inspection reports can be accessed on the Care Commission website:

[http://www.carecommission.com/index.php?option=com\\_content&task=view&id=24&Itemid=45](http://www.carecommission.com/index.php?option=com_content&task=view&id=24&Itemid=45)

## 2.8 Scottish Housing Regulator Inspection

The Scottish Housing Regulator carried out an inspection of housing management, asset management and repairs' services within Housing during 2009. The report identified 13 key recommendations in addition to other areas that need to be improved. A comprehensive Improvement Plan has been developed to address the weaknesses identified in the report and any other areas in need of improvement. Comments and views from the Stirling Tenants Assembly and Housing Advisory Group were sought while developing the Improvement Plan. A progress reporting framework has also been developed to help monitor progress. The Improvement Plan was submitted to the regulator in May 2010 and has been approved.

## 2.9 Organisational Development and HR Strategies

The People Strategy was approved by Council on 13<sup>th</sup> May. The key areas of the strategy are:

- Being a supportive and fair employer.
- Supporting and influencing employees to achieve their best to deliver services.
- Supporting and influencing managers to manage.
- Supporting and influencing organisational change.

Recruitment advertising expenditure has continued to reduce through fully utilising the Recruitment Portal and advertising in Job Centre Plus. The Council started using the national recruitment portal when it went live in June 2008. Future process improvement will come through using the Referencing Module, the anticipated saving being £1218.

In Quarter 1, the Supporting Attendance Policy and Attendance Capability Procedure was approved. The policy aims to ensure employees get support through early access to support if experiencing stress, and earlier access to physiotherapy if they have an injury or strain. There are also earlier support meetings with their manager and HR if they have had absences.

The Attendance Capability Procedure sets out how situations of poor attendance have to be managed. There are formal steps and support arrangements to help employees improve attendance. If support does not help an employee maintain an acceptable level of attendance, they may ultimately have to be dismissed from the Council's employment.

The work of hearing the Job Evaluation Appeals, following the implementation of Job Evaluation and Single Status terms and conditions in February 2009, continues and is anticipated to be completed by March 2011.

## **2.10 Fleet Management Services - Business Management System Certification to ISO 9001:2008**

Fleet Management Services have achieved certification of their integrated Fleet Management System (FMS) to the internationally recognised ISO 9001:2008 quality management standard, following an independent assessment by the British Standards Institution (BSi).

The electronic FMS covers all activities undertaken by Fleet Management Services, and is fully accessible to the Council's Fleet Users via The Source:

[http://web.stirling.gov.uk/home/services/planningservice/fleet\\_services.htm](http://web.stirling.gov.uk/home/services/planningservice/fleet_services.htm)

The FMS is supported by a comprehensive fleet management information system - Jaama Key 2 - which holds the legally required data relating to all aspects of the Council's fleet, and a performance management framework with key indicators.

Reliable and efficient vehicles and trained drivers are key to ensuring effective and responsive front line service delivery. The essence of ISO 9001 and the FMS is a legally compliant, customer-focused, performance driven system with an emphasis on consistency, quality and continuous improvement.

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**July 2010**