



**Clackmannanshire
Council**

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Better Services
Better Opportunities
Better Communities



Taking Clackmannanshire Forward

Corporate Priorities 2012-2017



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Foreword

This document sets out the Council's corporate priority actions for the next five year period and lets the people of Clackmannanshire know what they can expect of their Council. Taking Clackmannanshire Forward also sets out the principles by and manner in which we will operate and how you will know if we are achieving what we say we are going to do.

The Council has a clear vision: quite simply, we want to make Clackmannanshire a better place to live and work by having better services, better opportunities and better communities. We want to provide a range of services, activities and facilities which make a difference to people's health and well being, to sustaining economic growth and to the strength and vibrancy of communities.

To achieve these outcomes, we need to work with local people and groups, as well as our many partners in the public, business and voluntary sectors. We also need to focus resources on our priorities given the challenging financial environment and our commitment to providing best value for money for the people of Clackmannanshire.



The Council wishes to consult as widely as possible on key strategies and has already involved local communities in developing its Housing and Leisure & Sport strategies. It's your Clackmannanshire and we want to hear from you. I would encourage, therefore, individuals and groups to comment on the actions proposed by the Council in this document and to feedback their views. These will be considered by the Council, together with a final document, at its meeting in October.

Councillor Gary Womersley

Council Leader

August, 2012



Vision

The Council's Vision is Taking Clackmannanshire Forward. This will be achieved through focusing on:

- **Better** services
- **Better** opportunities
- **Better** communities

Better Services

Excellent services, particularly housing, and a great environment are vital in improving the quality of life for people in Clackmannanshire. The Council particularly wants to increase the amount of good quality affordable housing in Clackmannanshire and is building houses for the first time in 30 years. The Council believes also that it should lead by example in its own actions, and as such believes that there should be the highest standards of probity and transparency in everything it does. As well as seeking to be an employer of choice, the Council recognises that innovation in partnership working will be vitally important, so that:

- We provide leadership in delivering truly integrated and efficient public services responsive to local circumstances and need;
- We ensure the totality of all resources, council and partners, are brought to bear to achieve positive outcomes for Clackmannanshire;

- We are transparent and accountable, ensuring that the public's experience of services in Clackmannanshire is positive;
- We actively seek opportunities to better plan and work jointly with partners with a particular focus on efficiency and preventative spend.

Contribution to SOA Priority Outcomes

These actions will directly contribute to achieving the following SOA outcomes

- Clackmannanshire's public services are improving

Performance Indicators
Improve peoples overall experience of public services in Clackmannanshire
Improve peoples experience of public services in Clackmannanshire (broken down by service area)
Improve residents perception re public agencies joint working
Reduce the council's level of debt
Improve overall staff satisfaction with the council as an employer
Increase the number of council houses

Better Opportunities

Clackmannanshire offers great potential for individuals, families, businesses and employers. The Council wants to help improve life chances for individuals and families, as well as create a more positive environment for local businesses and employers. We want to invest to create the right environment for everyone in Clackmannanshire to succeed to their maximum potential, so that:

- Clackmannanshire is known for its business opportunities;
- Our transport and business links are further developed;
- Local people have support to take up employment locally and elsewhere;
- All children in Clackmannanshire have the best possible start in life, focusing particularly on ages 0 to 3, with a particular emphasis on the importance of good parenting;

- Our school children are successful learners;
- People and families are supported to live independently;
- Vulnerable adults are supported to maintain their health and overall wellbeing;
- Social circumstances for those in most need are improved.

Contribution to SOA Priority Outcomes

These actions will directly contribute to achieving the following SOA outcomes

- Clackmannanshire has a positive image and attracts people and business
- People in Clackmannanshire are better skilled, trained and ready for learning and employment



- Vulnerable people and families in Clackmannanshire are supported
- Health is improving in Clackmannanshire

Performance Indicators
Increase the number of adults in Clackmannanshire who are happy or fairly happy
Increase the number of adults describing their health as good or fairly good
Reduce the number of primary 1 children who are overweight
Increase Clackmannanshire total tourism revenue
Increase the number of residents actively participating in Sports & Leisure
Increase the number of pupils attaining 5 or more Level 4 Standard Grade Awards
Increase the number of pupils attaining 5 or more Level 3 Standard Grade Awards
Increase the number of school leavers going into employment, education or training
Increase the number of working age people who are economically active
Increase the number of people aged 65+ with intensive care needs receiving services at home
Reduce the time homeless people spend in temporary accommodation
Increase the number of homeless people who maintain their tenancy for at least 12 months
Increase the number of council houses that have achieved the Scottish Housing Quality Standard



Better Communities

Our towns and villages are the heart of our county and the public face of Clackmannanshire. We want to keep Clackmannanshire at the forefront of green, recycling and sustainability initiatives. The Council wants to work with residents, traders, property owners, local groups and all stakeholders to enhance our towns and villages in a sustainable way so that:

- People feel part of the community in which they live, including better involvement in decisions that affect them and the design of services they receive;
- Communities have the capacity to work collectively to tackle local issues that affect them and achieve community aspirations;
- People feel safe in their homes and in their communities;
- People have a high quality of life, free from the burden of anti-social behaviour.

- Our use of land is sensitive to its social impact, and our open spaces are sensitively managed;
- We effectively tackle the causes and effects of climate change;
- Visitors and residents benefit from the area's attractions;
- We make the best use of our attractive environment and value our natural and built heritage.

Contribution to SOA Priority Outcomes

These actions will directly contribute to achieving the following SOA outcomes:

- Our communities are safer
- Substance misuse and its effects are reduced in Clackmannanshire
- Vulnerable people and families in Clackmannanshire are supported
- Clackmannanshire's environment is protected and enhanced

Performance Indicators
Increase the number of local residents who rate their neighbourhood as a good place to stay
Increase the number of residents who feel they have a very good or good quality of life
Increase the number of residents who are involved with community life
Increase the number of residents who say they are adequately involved in decisions that affect them
Increase the number of residents who feel that Clackmannanshire has a strong sense of community
Maintain and improve high levels of customer satisfaction with CAPs
Reduce the number of local residents surveyed who cite alcohol abuse as a dislike about their neighbourhood
Improve overall street cleanliness
Decrease biodegradable waste sent to landfill
Improve recycling levels
Deliver carbon reduction targets

Principles

Not only is it important what the Council does, it is important how it does things. Accordingly, the Council wishes to be clear of the principles by which it will operate in striving to achieve its priorities.

Engagement, Consultation & Partnership

The Council will:

- engage with communities and stakeholders to effectively develop strategies and policies
- continue to support, encourage and protect the vital work carried out by voluntary, community and social enterprise organisations reflecting their commitment to communities and acknowledging the important role they play in the development of Clackmannanshire
- pursue initiatives that create joint working arrangements to benefit the area while always recognising the need for a strong, independent Clackmannanshire Council
- operating in partnership with all community councils, tenants and residents associations in order to maximise the community benefit of council activities.

Excellent Financial Stewardship

The Council will:

- operate within its means

- seek best value in everything it does
- ensure limited resources are targeted on agreed priorities
- work with all partners and stakeholders to secure as much additional external funding for Clackmannanshire as possible

Good Governance

The Council will:

- put in place a framework to ensure the highest standards of governance across each service
- conduct its business using transparent and accountable practices
- promote the values and ethos of good governance throughout the organisation

Positive Organisational Culture

The Council will:

- embed a corporate philosophy across all its services
- ensure its structures remain fit-for-purpose and as effective and efficient as possible as contexts change
- focus on excellence in customer services
- engage and support staff



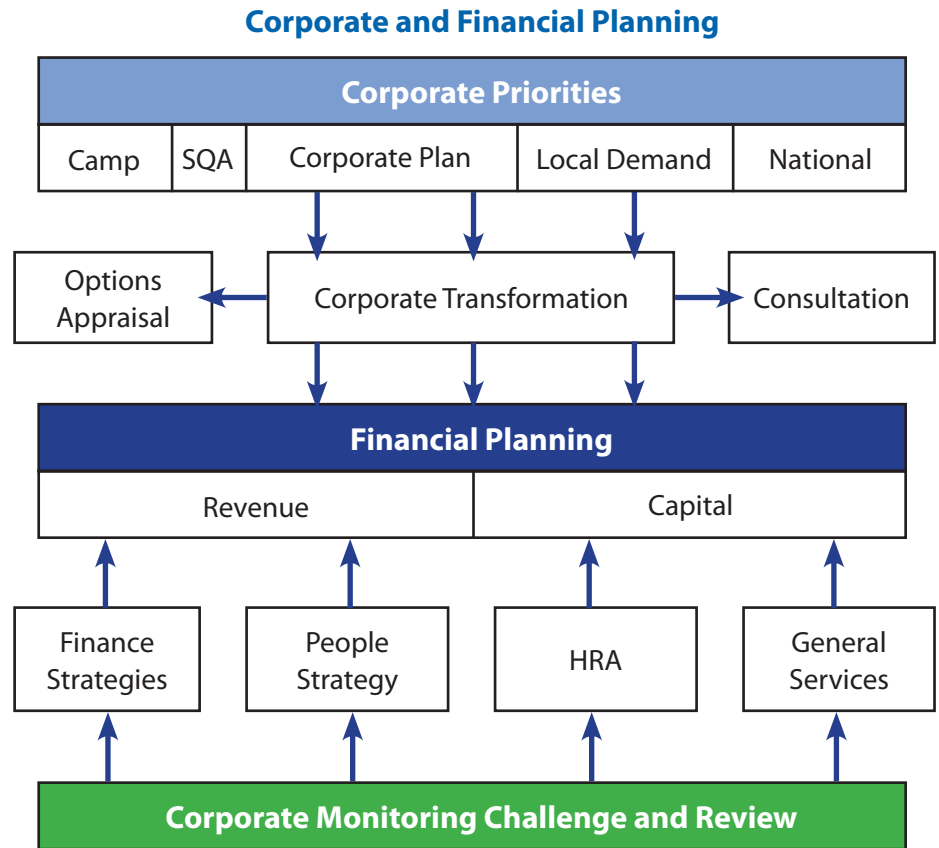
Making It Happen

Making it Happen - Resources

The Council will deliver on its priorities using all the resources available to it. The overall approach is illustrated below.

Key features of this approach are as follows:

- financial planning is driven by the priorities set out by the Council. The Council has approved a range of strategies, many of which are service specific, however, the main corporate priorities are consolidated within the Corporate Plan, Single Outcome Agreement, Housing Strategy, and Housing Business and Corporate Asset Management Plans
- there is a robust framework of financial strategies focused on delivering the above priorities. These are set out in the Finance, Budget, and Borrowing and Investment Strategies which are regularly reviewed and updated to ensure that they remain fit for purpose
- a medium to longer term view of demand for services is formulated to ensure resources are matched where there is greatest need. As demand shifts in and between services, this is reflected in the resourcing priorities of the Council
- the Council has in place effective arrangements for workforce planning through its People Strategy. These arrangements aim to ensure effective and sustainable arrangements for supporting and developing staff, even where roles may need to change to reflect changing demands for services



- the sustainability of cost reduction measures is managed through a process of a corporate transformation programme, rather than relying on individual services to identify standalone opportunities. This has the benefit of providing greater opportunities to identify cross cutting, corporate and geographical initiatives, working alone or with partners to deliver the best range of services possible to the people of Clackmannanshire
- constructive, but robust challenge continues to be a key attribute of the proposed corporate approach.

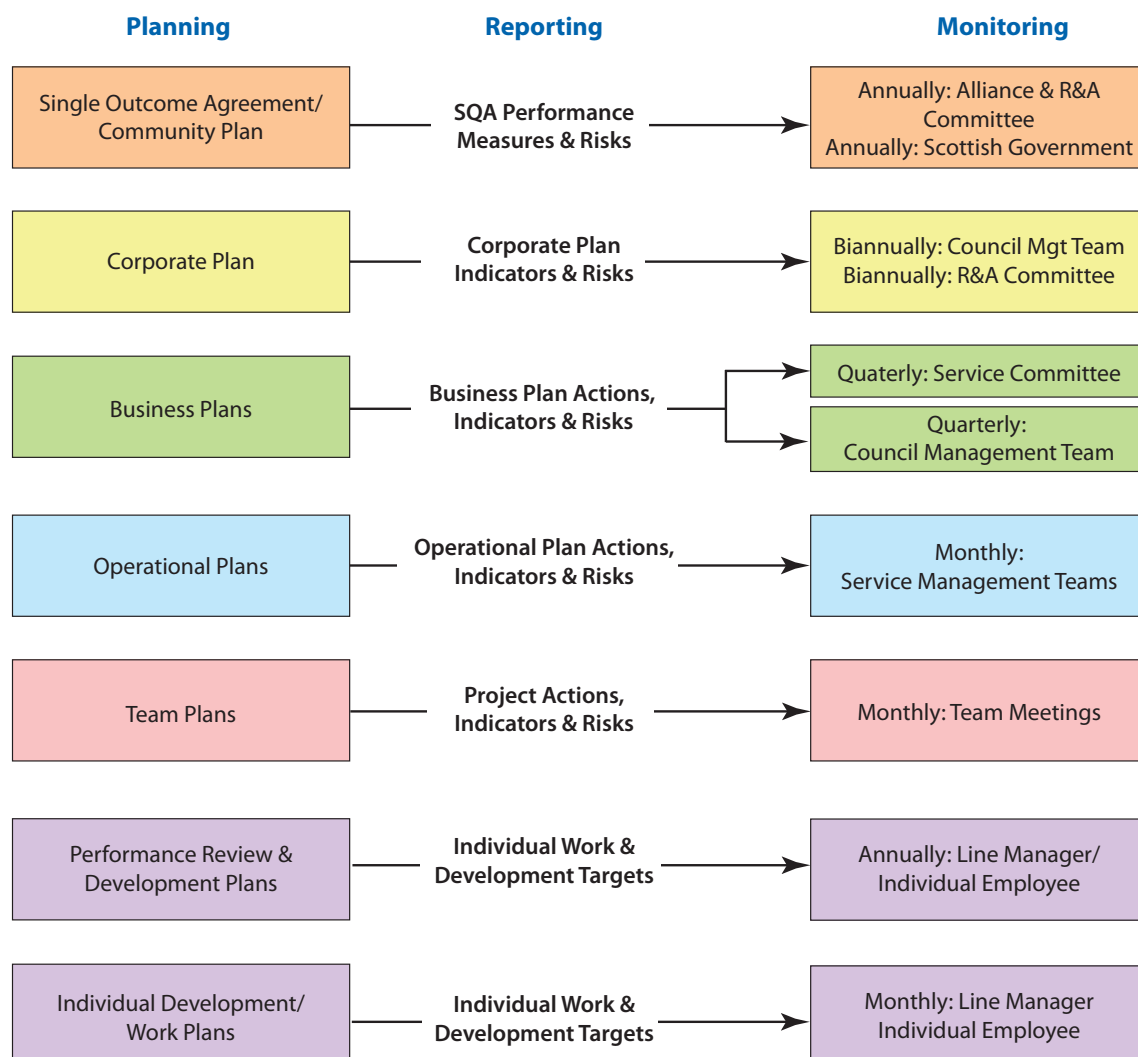


Monitoring our Performance

Planning and Performance Monitoring

The Council will deliver on its priorities using all the resources available to it. An essential component of this approach is ensuring that all services, teams and individual members of staff are focused on the delivery of our priorities. Key features of the approach, illustrated below, include:

- an integrated corporate approach to planning and performance management focused on the delivery of results that will realise our priorities;
- engaging, supporting and motivating staff to deliver our priorities;
- the effective management of risk;
- transparency and accountability through regular performance monitoring and reporting, internally and externally, including transparent and relevant public performance reporting;
- transparency and accountability by reporting our performance against: targets, trends over time, and comparisons with other service providers;
- reporting a balanced set of results, based on our improvement framework, the Clackmannanshire Improvement Model, that demonstrates our performance improvements are sustainable, ethical and meet the expectations of all our stakeholders;



Priority Actions

Better Services - Priority Actions

1. Pursue initiatives that create integrated public services within Clackmannanshire against a context of always recognising the need for a strong, independent Clackmannanshire Council
2. Work with the Scottish Government on reform to the Police & Fire Services within Scotland to ensure the best possible arrangements for Clackmannanshire
3. Ensure the Administration of Clackmannanshire Council is transparent and the needs of Clackmannanshire residents are better met by reconsidering the committee structure and the role of elected members
4. Pursue a policy of robust Corporate Governance within the Council
5. Seek to promote good financial stewardship within all Council services
6. Implement a new overall Housing Strategy for Clackmannanshire and introduce a new Housing Business Plan to align with the Council's Vision priorities and new legislation
7. Increase stock of available housing and work with all partners to maximise the availability of affordable housing throughout Clackmannanshire
8. Address the challenges of Social Housing and changes in legislation by promoting efficient and integrated services in and out with the Council
9. Deliver more funding to tackle homelessness
10. Reduce the Council's levels of debt and ensure the implementation of the Council's Debt Policy
11. Embed a corporate philosophy to the management of all services
12. Maximise appropriate consultation with communities and stakeholders in the implementation of Council policies and activities
13. Introduce and maintain a minimum living wage for Council staff
14. Provide funding to allow the implementation of enhanced terms and conditions for craft workers within the Council
15. Invest to ensure our IT and fleet infrastructure are fit for purpose
16. Ensure the Council's prosecution policy is upheld
17. Examine the Council's management structures to ensure that these are fit-for-purpose and as effective and efficient as possible
18. Invest in the repair and maintenance of Council properties
19. Encourage better liaison with private sector landlords to maximise best practice and availability of housing stock
20. Consult upon and, working with relevant partners, introduce a Choice Based Lettings system for Council Housing
21. Introduce practical "real-world" solutions to assist and encourage tenants to secure best-fit tenancies



Better Opportunities - Priority Actions

1. Help and support individuals and families by continuing the Council Tax freeze
2. Continue to embed a policy of Early Intervention and Raising Attainment within Clackmannanshire's Schools
3. Ensuring the best attainable start in life by early implementation of the Getting It Right for Every Child principles and practices
4. Providing additional funding to improve nursery provision within Clackmannanshire
5. Continue to support the Scottish Government's Promise of a job, training or education place for every 16 to 19 year old within Clackmannanshire
6. Implement policies and initiatives to encourage local employers to take on local 19 to 24 year olds
7. Continue to support a multi agency approach to deliver the best training and development opportunities for Clackmannanshire residents in Clackmannanshire
8. Implement an employability initiative for care leavers, in which Looked After Children leaving school are offered employment/training for one year at Clackmannanshire Council
9. Provide additional funding to improve Child Care Services within Clackmannanshire
10. Maintain, embed and increase payments to Kinship Carers by a minimum of 1% per annum
11. Support Clackmannanshire Credit Union and seek ways in which the Council can work to maximise uptake of membership within Clackmannanshire
12. Support the Scottish Government's Small Business Bonus Scheme
13. Work proactively to attract new businesses and supporting existing businesses through continuing to adopt integrated, 'can do' approaches where appropriate
14. Continue to actively encourage businesses to relocate to Clackmannanshire by maintaining a business-friendly and "can-do" approach to promote Clackmannanshire as a prime business location
15. Continue to support, encourage and protect the vital work carried out by Voluntary, Community and Social Enterprise organisations reflecting their commitment to communities and acknowledging the important role they play in the economic revival of Clackmannanshire



Priority Actions



16. Maximise the local benefit of all monies spent by the Council and modifying the Council's Procurement and Contract policies and protocols to assist as many local businesses as possible to obtain Council contracts
17. Work with all partners and stakeholders to secure as much additional external funding for Clackmannanshire, as possible
18. Work with local businesses and employers to continue to promote Clackmannanshire's Tourism potential locally, nationally and internationally
19. Continue to support the Clackmannanshire rail project, maximising the benefits it brings to the county
20. Deliver increased investment for the repair and maintenance of Clackmannanshire's roads
21. Ensure there will be no additional public car-parking charges throughout Clackmannanshire
22. Work with the Scottish Government for the retention of the concessionary bus pass and extending it to Dial-a-bus services
23. Roll out the introduction of breakfast clubs, to support working parents and ensuring children have the best start to the school day in a healthy, conducive environment
24. Fund a programme of parental engagement and support in order to assist with raising attainment levels of secondary school pupils
25. Introduce additional educational attainment staff in each of our three secondary schools, to give extra support, mentoring and coaching to pupils
26. Provide additional funding to repair, maintain and improve our primary school estate, as well as providing a new primary school for St. John's and Claremont catchment areas
27. Deliver a holistic Sports and Leisure Strategy for the whole of Clackmannanshire in conjunction with local clubs and groups

Better Communities - Priority Actions

1. Retain and develop existing Community Access Points within existing settlements based on the Community Hub model, extending the range of services accessible locally to communities. As a first step, provide a Tillicoultry Community Hub in consultation and partnership with the Community
2. Continue to work with Local Traders and property owners to revitalise our high streets through innovative and flexible use of shop units and upper premises and support the ongoing town centre redevelopment and improvement of Alloa Town Centre
3. Continue to operate in partnership with all community councils, tenants and residents associations in order to maximise the community benefit of Council activities, noting initiatives to encourage local democracy. For example Youth Councils facilitated by Local Community Councils and involvement in the Scottish Parliament's Community Council Working Group
4. Recycle the proceeds of Council Investment Property Sales to create a Capital Investment Fund to stimulate intervention on vacant, derelict and underused premises within Clackmannanshire in order to benefit local businesses and communities
5. Introduce a Capital Spend to Save Fund to enhance and work in conjunction with the Council's Revenue Spend to Save Fund, in order to maximise potential benefit to Clackmannanshire residents and/or businesses
6. Ensure Clackmannanshire Council halls and facilities are utilised to maximum benefit
7. Support community-led initiatives to, where appropriate, manage and maintain local halls and facilities
8. Continue to take a robust approach to anti-social behaviour and drug-dealing within Clackmannanshire through cross service and Government agency working and where practical adopt and pilot new approaches to tackling drug dependency
9. Adopt a proactive approach to reducing litter, fly tipping and dog fouling by thorough use of existing legislation, increased staff training, patrolling and enforcement
10. Invest to keep Clackmannanshire at the very forefront of recycling, sustainability and zero waste initiatives
11. Maximise opportunities and investment to further develop energy efficiency initiatives within Clackmannanshire as part of a greater move to mitigate fuel poverty in the area



Priority Actions



12. Actively encourage developers and landowners to transfer new public spaces to the Council for future adoption and maintenance
13. Seek to re-market and utilise the following surplus Council sites in a way that maximises benefit to the local communities, including:-
 - Former Tullis Site, Tullibody
 - Former Alva Academy Site, Alva; and
 - Former Community Centre, Tillicoultry.
14. Lead by example as a responsible landowner in seeking to ensure that all surplus housing development sites which the Council owns will only be sold on the basis that the Council retains ownership and responsibility for public open space maintenance thereafter
15. Seek support from the Convention of Scottish Local Authorities for a change in primary legislation such that the adoption and maintenance of public open space may be treated consistently with the national approach to adopting and maintaining the associated public roads, footpaths and street lighting
16. Continue to promote green energy schemes and improve recycling rates, with the objective of saving money as well as helping the environment
17. Promote energy efficiency and a sustainable environment for our citizens through the early adoption of good practice and pilot projects to demonstrate and examine the best fit of these measures for Clackmannanshire
18. Seek to maximise the use of Community Payback Orders to benefit local communities
19. Undertake a review of all public toilet provision in Clackmannanshire
20. Promote and support village/ small town centre initiatives, designed to enhance village and small town centres throughout Clackmannanshire
21. Continue to support the Ochil Landscape Partnership to secure long term improvements
22. Repair and reopen the footpath at Mill Glen, Tillicoultry





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