



**Clackmannanshire
Council**

www.clacksweb.org.uk

Greenfield, Alloa, Scotland, FK10 2AD (Tel.01259-450000)

Clackmannanshire Council

Thursday 16 August 2012 at 10.00 am

Venue: Council Chamber, Greenfield, Alloa, FK10 2AD

Date	Time
------	------

Clackmannanshire Council

There are 32 Unitary Councils in Scotland. Clackmannanshire Council is the smallest mainland Council. Eighteen Councillors are elected to represent the views of the residents and businesses in Clackmannanshire. The Council has approved Standing Orders that detail the way the Council operates. Decisions are approved at the 9 weekly meetings of the full Council and at Committee Meetings.

The Council is responsible for approving a staffing structure for the proper discharge of its functions, approving new policies or changes in policy, community planning and corporate governance including standards of conduct.

The Council has further responsibility for the approval of budgets for capital and revenue expenditure, it also has power to make, alter or cancel any scheme made under statute and to make, alter or cancel any orders, rules, regulations or bye-laws and to make compulsory purchase orders. The Council also determines the level of Council Tax and approves recommendations relating to strategic economic development.

Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

Details of all of our Council and Committee dates and agenda items are published on our website at www.clacksweb.org.uk

If you require further information about Council or Committee meetings, please contact Finance and Corporate Services by e-mail at customerservice@clacks.gov.uk or by telephone on 01259 452106 or 452004.

08 August 2012

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 16 AUGUST 2012 at 10.00 am.

NIKKI BRIDLE
Director of Finance and Corporate Services

B U S I N E S S

9.45 am Presentation: Strategy and Customer Services - Formal Accreditation for Customer Service Excellence (CSE)

	Page No
1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Confirm Minutes of Meeting held on 28 June 2012 (Copy herewith)	01
4. Committee Meetings Convened Since Previous Council - None	--
5. Leader's Briefing - report by the Leader of the Council (Copy herewith)	13
6. Taking Clackmannanshire Forward - Corporate Priorities - report by the Chief Executive (Copy herewith)	17
7. Budget Strategy Update - report by the Director of Finance and Corporate Services (Copy herewith)	43
8. Corporate Scrutiny Arrangements - report by the Director of Finance and Corporate Services (Copy herewith)	83

- | | | |
|----|---|----|
| 9. | Representation on CoSLA Executive Groups - report by the Head of Strategy and Customer Services (Copy herewith) | 95 |
|----|---|----|

CONFIDENTIAL INFORMATION

The undernoted report is exempt from the Council's general policy of disclosure of all papers by virtue of paragraph 43 of the Public Contracts (Scotland) Regulations 2006 and s50A(2) of the Local Government (Scotland) Act 1973, and is not for publication. The press and public shall be excluded during consideration of the undernoted report.

- | | | |
|-----|---|----|
| 10. | National Housing Trust Initiative - report by the Head of Community and Regulatory Services (Copy herewith) | 99 |
|-----|---|----|

Clackmannanshire Council – Councillors and Wards

Councillors

Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Jim Stalker	1	Clackmannanshire West	LAB
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Archie Drummond	2	Clackmannanshire North	INDP
Councillor	Walter McAdam, MBE	2	Clackmannanshire North	SNP
Councillor	Bobby McGill	2	Clackmannanshire North	LAB
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Graham Watt	3	Clackmannanshire Central	LAB
Councillor	Gary Womersley	3	Clackmannanshire Central	SNP
Councillor	Janet Cadenhead	4	Clackmannanshire South	LAB
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Alastair Campbell	5	Clackmannanshire East	CONS
Councillor	Irene Hamilton	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB



**Clackmannanshire
Council**

www.clacksweb.org.uk

**THIS PAPER RELATES TO
ITEM 03
ON THE AGENDA**

MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 28 JUNE 2012 at 10.00 am.

PRESENT

Provost Tina Murphy (In the Chair)
Councillor Donald Balsillie
Councillor Janet Cadenhead
Councillor Archie Drummond (From Item 4)
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Irene Hamilton
Councillor Craig Holden
Councillor Kathleen Martin
Councillor George Matchett, QPM
Councillor Walter McAdam, MBE
Councillor Bobby McGill
Councillor Les Sharp
Councillor Derek Stewart
Councillor Graham Watt
Councillor Gary Womersley

IN ATTENDANCE

Elaine McPherson, Chief Executive
Nikki Bridle, Director of Finance and Corporate Services
Stephen Crawford, Head of Facilities Management
John Gillespie, Head of Community and Regulatory Services
Stuart Crickmar, Head of Strategy and Customer Services
Martin Dunsmore, Accountancy Manager
Andrew Wyse, Solicitor, Legal Services (Clerk to the Council)

CC.21 APOLOGIES

Apologies for absence were received from Councillor Jim Stalker and Councillor Alastair Campbell.

CC.22 DECLARATIONS OF INTERESTS

None

CC.23 MINUTES OF MEETINGS

(i) Minutes of Meeting: Clackmannanshire Council 1 June 2012

The minutes of the meeting of the Clackmannanshire Council held on 1 June 2012 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 1 June 2012 were agreed as a correct record and signed by the Provost.

(ii) Minutes of Special Meeting: Clackmannanshire Council 14 June 2012

The minutes of the Special Meeting of the Clackmannanshire Council held on 14 June 2012 were submitted for approval.

Decision

The minutes of the Special Meeting held on 14 June 2012 were agreed as a correct record and signed by the Provost.

Councillor Drummond joined the meeting prior to the following item of business.

CC.24 CORRESPONDENCE FROM COSLA - THE SCOTTISH NATIONAL WAR MEMORIAL

A report submitted by the Head of Strategy and Customer Services sought an elected member nomination for one of the six trustee positions with the Scottish National Memorial Trust.

Motion

That Council agrees to nominate Provost Tina Murphy for one of the six trustee positions on the Scottish National War Memorial Board of Trustees.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council unanimously agreed to nominate Provost Tina Murphy for one of the six trustee positions on the Scottish National War Memorial Board of Trustees.

Action

Head of Strategy and Customer Services

CC.25 CONSEQUENTIAL AMENDMENTS TO STANDING ORDERS AND SCHEME OF DELEGATION

A report submitted by the Chief Executive submitted the revised Standing Orders and Scheme of Delegation to Council.

Motion

That the Council notes:

- a) the amendments which have been made to both Standing orders and the Scheme of Delegation as a consequence of Council decisions taken on 1 June 2012 in relation to the Report Council's Decision Making Framework.; and
- b) that copies of the updated documents will be placed on the Members' Portal and Circulated within the Council.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council unanimously agreed to note:

- a) the amendments which have been made to both Standing orders and the Scheme of Delegation as a consequence of Council decisions taken on 1 June 2012 in relation to the Report Council's Decision Making Framework.; and
- b) that copies of the updated documents will be placed on the Members' Portal and Circulated within the Council.

Councillor Womersley intimated that further proposed changes to Standing Orders would be brought before the next ordinary meeting of the Council

Action

Chief Executive

CC.26 ELECTED MEMBER REPRESENTATION ON OUTSIDE BODIES AND APPOINTMENT OF CHAMPIONS

The report, submitted by the Head of Strategy and Customer Services set out a number of further requests for elected member representation on outside bodies and also a proposed approach to dealing with requests for the Council to nominate "Champions" for various issues.

Motion

That Council:

- a) nominates elected members to the organisations/partnerships as appropriate
- b) agrees that the approach taken to deciding champions for various issues is to nominate the most relevant political postholder
- c) agrees to nominate the specific champions as set out in paragraph 3.3 of the report

Moved by Councillor Gary Womersley. Councillor Womersley also moved an amendment to the motion:

"Incorporate additional paragraph into report at 3.4

as per:

- 3.4 The basis on which certain elected member appointments to outside bodies were made by Council on 1st June has altered. Accordingly, it is proposed that Council reviews these appointments and nominates alternative Councillors to the following organisations:-

Organisation	Remove
Central Scotland Joint Fire and Rescue Board	Councillor Stewart Councillor Earle (Substitute)
Central Scotland Joint Police Board	Councillor Matchett Councillor Stewart (Substitute)
Central Scotland Joint Valuation Board	Councillor Martin Councillor Stalker (Substitute)
Clackmannanshire and Stirling Environmental Trust	Councillor Balsillie
Clackmannanshire Sports Council	Councillor McGill
CoSLA Convention	Councillor McGill
Industrial Communities Alliance	Councillor McGill
Comrie Trust	Councillor McGill

As this proposal intends to alter a Council decision which has been passed within six months (CC13), Standing Order 17.1 applies, the Provost has been consulted and is satisfied circumstances have changed in a relevant way and the terms of this paragraph satisfy the requirement to highlight to Council that a decision may be withdrawn.

Insert at 2.0 an additional recommendation as per:-

- 2d) Agrees to the removal of the elected member appointees listed at paragraph 3.4 and nominates alternative elected members to the outside bodies listed.

Councillor Craig Holden seconded the motion as amended.

The Provost confirmed that she was satisfied that there had been a material change in circumstances therefore she would allow the amendment to be considered.

Councillor McGill asked for a 5 minute adjournment to consider the amendment. The Provost agreed to a five minute adjournment at 10.20 am. When the meeting resumed at 10.25 am, sixteen (16) members remained present.

Councillor McGill advised that the Labour Group members would take no further part in the meeting. Councillors McGill, Cadenhead, Matchett, Stewart, Watt, Earle and Martin withdrew from the chamber and took no further part in the meeting.

Nine elected members remained present - Councillors Womersley, Holden, Balsillie, McAdam, Sharp, Forson, Hamilton, Drummond and Provost Murphy.

Decision

The Council unanimously agreed :

- a) to nominate elected members to the organisations/partnerships as appropriate
- b) that the approach taken to deciding champions for various issues is to nominate the most relevant political postholder
- c) to nominate the specific champions as set out in paragraph 3.3 of the report
- d) to the removal of the elected member appointees listed at paragraph 3.4 and to nominate alternative elected members to the outside bodies listed.

The Council then agreed the following appointments to outside bodies:

Organisation	Elected Member(s)
Central Sporting Partnership	Councillor Ellen Forson
Clackmannanshire Fairtrade Steering Group	Provost Tina Murphy
Clackmannanshire Football Partnership	Councillor Ellen Forson
Clackmannanshire Rugby Partnership	Councillor Ellen Forson
Clackmannanshire Swim Group	Councillor Ellen Forson
Ochil Landscape Partnership	Councillor Les Sharp
Central Scotland Joint Fire and Rescue Board	Provost Tina Murphy Councillor Ellen Forson (Substitute)
Central Scotland Joint Police Board	Councillor Archie Drummond Councillor Walter McAdam (Substitute)
Central Scotland Joint Valuation Board	Councillor Irene Hamilton Councillor Walter McAdam (Substitute)
Clackmannanshire and Stirling Environmental Trust	Councillor Les Sharp
Clackmannanshire Sports Council	Councillor Walter McAdam
CoSLA Convention	Councillor Archie Drummond
Industrial Communities Alliance	Councillor Walter McAdam
Comrie Trust	Councillor Archie Drummond
Action	
Head of Strategy and Customer Services	

CC.27 DRAFT FINANCIAL STATEMENTS 2011/12

A report, submitted by the Director of Finance and Corporate Services, presented the 2011/12 draft Financial Statements for approval prior to their submission to the Controller of Audit by 30th June 2012.

Motion

That the Council:

1. Approve the 2011/12 draft Financial Statements
2. Approve the submission of the draft Financial Statements to the Controller of Audit once all the remaining information is available and included, but no later than 30th June.
3. Otherwise note the contents of the report

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to:

1. Approve the 2011/12 draft Financial Statements
2. Approve the submission of the draft Financial Statements to the Controller of Audit once all the remaining information is available and included, but no later than 30th June.
3. Otherwise note the contents of the report

Action

Director of Finance and Corporate Services

CC.28 FINANCIAL STRATEGY 2012 - 2015

A report submitted by the Director of Finance and Corporate Services, presented the update Financial Strategy to the Council for approval. The strategy covers the three years of the current spending review period 2012 to 2015, and builds on the existing strategy which was approved by Council in December 2009.

Motion

That the Council approves the Financial Strategy for the period 2012 to 2015.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Voting

In terms of Standing Order 14.8, Councillor Gary Womersley asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 9 members present who were eligible to vote. On the roll being called, the members present voted as follows:

For the motion (9)

Councillor Archie Drummond
Councillor Les Sharp
Councillor Walter McAdam, MBE
Councillor Ellen Forson
Councillor Irene Hamilton
Councillor Donald Balsillie
Councillor Irene Hamilton
Councillor Gary Womersley
Provost Tina Murphy

Decision

There were 9 votes for the motion and 0 votes against with 0 abstentions. Accordingly, the Council agreed unanimously to approve the Financial Strategy for the period 2012 to 2015.

Action

Director of Finance and Corporate Services

CC.29 TREASURY MANAGEMENT STRATEGY STATEMENT 2012-2013

The report, submitted by the Accountancy Manager, presented the Council's Treasury Management Strategy Statement for 2012/13.

Motion

That Council:

1. Approve the Treasury Management Policy Statement and Annual Investment Strategy for 2012/13 as set out in Appendix A of the report
2. Adopts the revised Treasury Management Policy Statement as set out in Appendix B of the report
3. Notes the requirements of the CEPFA Treasury Management Code of Practice Key Principles and Clauses as outlined in Appendix C of the report

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Voting

In terms of Standing Order 14.8, Councillor Gary Womersley asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 9 members present who were eligible to vote. On the roll being called, the members present voted as follows:

For the motion (9)

Councillor Archie Drummond
Councillor Les Sharp
Councillor Walter McAdam, MBE
Councillor Ellen Forson
Councillor Irene Hamilton
Councillor Donald Balsillie
Councillor Irene Hamilton
Councillor Gary Womersley
Provost Tina Murphy

Decision

There were 9 votes for the motion and 0 votes against with 0 abstentions. Accordingly, the Council agreed to:

1. Approve the Treasury Management Policy Statement and Annual Investment Strategy for 2012/13 as set out in Appendix A of the report
2. Adopts the revised Treasury Management Policy Statement as set out in Appendix B of the report
3. Notes the requirements of the CEPFA Treasury Management Code of Practice Key Principles and Clauses as outlined in Appendix C of the report

Action

Director of Finance and Corporate Services

CC.30 BUDGET STRATEGY UPDATE

The report, submitted by the Director of Finance and Corporate Services sought to update Council on progress made in delivering its approved Budget Strategy.

Motion

That Council:

1. note the updated position on the UK and Scottish economic outlook for 2012
2. note the work in hand to update the Council's scenario planning and the associated indicative funding gap prior to the next Council meeting in August
3. note the enhancements implemented to the process for identifying, developing, monitoring and implementing proposals to reduce expenditure and/or increase income (Appendix A)
4. note the discussions initiated with all elected members at the briefing of 26th June 2012 which focus on the identification of areas for corporate, cross cutting and individual service business case development and consultation, and provide the opportunity for elected members to augment the proposals made by council officers
5. note the proposal for approved Spend to Save bids to be reported on a quarterly basis to the Resources and Audit Committee
6. endorse the proposal to seek nominations to the Capital Investment Forum.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to:

1. note the updated position on the UK and Scottish economic outlook for 2012
2. note the work in hand to update the Council's scenario planning and the associated indicative funding gap prior to the next Council meeting in August

3. note the enhancements implemented to the process for identifying, developing, monitoring and implementing proposals to reduce expenditure and/or increase income (Appendix A)
4. note the discussions initiated with all elected members at the briefing of 26th June 2012 which focus on the identification of areas for corporate, cross cutting and individual service business case development and consultation, and provide the opportunity for elected members to augment the proposals made by council officers
5. note the proposal for approved Spend to Save bids to be reported on a quarterly basis to the Resources and Audit Committee
6. endorse the proposal to seek nominations to the Capital Investment Forum.

Councillor Womersley called for nominations to the Capital Investment Forum.

The proposed composition of the Capital Investment Forum is:

Council Leader
2 Administration members
2 Opposition Group Members
1 Non-main Opposition Group Member

Councillor Womersley nominated himself and Councillor Holden, taking up two places for the Administration. This would give both Councillor Campbell and Councillor Drummond the opportunity to take up places on the Forum. Should either choose not to take up a place, the Administration will fill their third place.

Members were asked to confirm the remaining membership of the Capital Investment Forum by 6th July 2012.

Action

Director of Finance and Corporate Services

CC.31 REVIEW OF COMMUNITY PLANNING PARTNERSHIPS AND SINGLE OUTCOME AGREEMENTS

The report, submitted by the Head of Strategy and Customer Services, updated Council on the progress of the national review of Community Planning Partnerships and Single Outcome Agreements (SOAs).

Motion

That Council notes:

1. key milestones and developments to date within the national review of Community Planning Partnerships, SOAs and wider public sector reform
2. local developments in preparation of anticipated national legislation

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to note:

1. key milestones and developments to date within the national review of Community Planning Partnerships, SOAs and wider public sector reform
2. local developments in preparation of anticipated national legislation

CC.32 NEW ALLOA GYMNASTICS DEVELOPMENT, ALLOA

The report, submitted by the Head of Facilities Management, sought additional Council financial support for Alloa Gymnastics Club at the proposed new Gymnastics Centre at Clackmannan Road, Alloa to promote access to gymnastics in the area.

Motion

To approve an additional revenue support grant of £24,500 for provision of facilities for Alloa Gymnastics Club at the proposed new Gymnastics Centre in Alloa.

Moved by Councillor Gary Womersley. Seconded by Councillor Ellen Forson.

Decision

The Council agreed unanimously to approve an additional revenue support grant of £24,500 for provision of facilities for Alloa Gymnastics Club at the proposed new Gymnastics Centre in Alloa.

Action

Head of Facilities Management

The Provost agreed to adjourn the meeting at this point in the proceedings (11.20 am). When the meeting resumed at 11.30 am, nine (9) members remained present.

CONFIDENTIAL INFORMATION

The Council noted in terms of Paragraph 43 of the Public Contracts (Scotland) Regulations 2006 and s50A(2) of the Local Government (Scotland) Act 1973, that the press and public be excluded from the meeting during consideration of the following item of business on the grounds that it would involve the disclosure of confidential information.

CC.33 CARE AND REPAIR SERVICE

The report, submitted by the Head of Community and Regulatory Services, updated Council on the outcome of the tender for a Care and Repair Service in Clackmannanshire.

Motion

That Council agree the recommendation as set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Les Sharp.

Decision

The Council agreed the recommendation as set out in the report.

Action

Head of Community and Regulatory Services

EXEMPT INFORMATION

The Council resolved in terms of Schedule 7A, Part 1, Paragraphs 8, 12 and 13 of the Local Government (Scotland) Act 1973, that the press and public be excluded from the meeting during consideration of the following item of business on the grounds that it involved the likely disclosure of exempt information.

CC.34 BUILDING (SCOTLAND) ACT 2003 - DANGEROUS STRUCTURE

The report, submitted by the Head of Community and Regulatory Services, advised Council of action taken by the Council in respect of a dangerous structure.

Motion

That Council agree the recommendation as set out in the report.

Moved by Councillor Gary Womersley. Councillor Womersley also proposed the undernoted amendment.

Amendment

"That in 2.1C the figure referred to therein be amended from £100,000 to £200,000."

Councillor Balsillie seconded the motion as amended.

Decision

The Council agreed the recommendation as set out in the report as amended.

Action

Head of Community and Regulatory Services

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 16th August, 2012

Subject: Leader's Briefing

Report by: Council Leader

1.0 Purpose

- 1.1 The purpose of this briefing is to advise all elected members of a range of issues and activities which I have been engaged with in the past quarter. It is also intended to assist in raising awareness amongst members of a number of matters which affect the Council or the area and, as such, inform future workstreams.
- 1.2 Should any member of the Council wish to discuss any of the issues in this report in more detail, I will be happy to meet with them.
- 1.3 The report covers the period May-July, 2012.

2.0 Recommendation

- 2.1 It is recommended that Council notes this report.

3.0 National Issues Affecting Clackmannanshire

- 3.1 I attended the COSLA Leaders' Group in May and, along with the Depute Leader, the COSLA Convention in June. Items discussed were:
- Health and Social Care Integration
 - Rural Broadband
 - Community Empowerment and Renewal Bill
 - Scotland's Creative Industries Partnership Action Plan 2012
 - Consumer Protection Landscape
 - Business Gateway Website and Scottish Business Portal
 - Review of Community Planning and Single Outcome Agreements
 - National Information and Communications Technology Strategy
 - Roads Maintenance Review
 - Planning Reform
 - Commission on Women Offenders
 - Consumer Protection Task Group
 - COSLA Final Accounts 2011/12
- 3.2 Associated papers for the above meetings have been placed on the members' portal for members to access.

- 3.3 Along with the Leaders of all 32 Councils, I also attended a seminar on Community Planning, led by the Scottish Government Cabinet Secretary for Finance, Employment & Sustainable Growth. The purpose of the seminar was to discuss the ongoing national review of community planning and potential implications for local authorities and their partners.

4.0 Supporting Communities

- 4.1 I am pleased to report to Council that the transfer of the Alva Pool to OLE has been concluded and the agreed resource transferred to the organisation.
- 4.2 The contract for the Tillicoultry Hub was awarded to Marshall Construction providing a further boost to the local economy and also ensuring that local people will be creating facilities within their own communities. The Hub will include a new library and community access point, space for young people's activities, meeting space for toddlers' and young mums' groups and multifunctional meeting and community space. It is expected that the Hub will open in November.
- 4.3 I was delighted, as were the Depute Leader, Provost and Depute Provosts, to directly participate in Clackmannanshire Volunteer Week. The voluntary groups and events we were privileged to work with were: WISH Drop-In Food Bank, C-MEE, Reshaping Care of Older People and Youth Services.

5.0 Partnership Working

- 5.1 Further to Council's decision to reconfigure its Care & Repair Service, I have written to the Chair of the management committee of Ochilview Housing Association requesting a meeting to discuss a number of important issues, including our ongoing partnership working.
- 5.2 Together with the Chief Executive and Customer Services Manager, I met with the chair of Clackmannanshire Credit Union to discuss how we might work together more effectively. Further to the relocation of Alloa Library to the Speirs Centre, the Council has been able to provide alternative accommodation for the Credit Union in the town (at Bank St). Officers will also be discussing with the Credit Union how the Council might be able to assist in raising the profile of the work which the organisation carries out.

6.0 Caring For People

- 6.1 The launch of the Scottish Government Insulation Scheme & Fuel Poverty Initiative at Alloa Town Hall followed an award of £315,000 to the Council to help and support vulnerable people in fuel poverty and to improve energy efficiency in the homes of local people by providing free loft and cavity wall insulation. A further £3.4M has also now been secured by the Council from the Community Energy Savings Programme which will provide grants for an additional 697 new central heating systems for Council tenants.
- 6.2 In May I welcomed the Scottish Government Minister for Children & Families to Woodside Residential Unit. The Council takes its role as corporate parent very seriously and the visit was an excellent opportunity for the young people to tell the Minister about life at Woodside. The Minister was very impressed

with the "first class" support the young people looked after there receive.

- 6.3 Further to Council formally considering the report of the independent review of social services, I have also written to the Minister requesting a meeting to discuss the findings, how it is intended to remediate identified failings and how improvement actions can be monitored. I have also written in similar terms to the chair of the Care Inspectorate. The Chief Executive has informed me that she has received supportive letters from officials of the Scottish Government and the Care Inspectorate and that a meeting has been set up to discuss potential support that these organisations might be able to provide to assist the Council in the implementation and monitoring of its Improvement Plan.

7.0 Supporting Business & Employability

- 7.1 I have been pleased to engage with the business community in Clackmannanshire and spoke at an event at Alloa Town Hall and have attended a meeting of Clackmannanshire Business.
- 7.2 I have been delighted that the Council is supporting young people by offering a number of modern apprenticeships. On behalf of the Council I supported Modern Apprentices Week and also presented a number of well-earned certificates to seven young people.

8.0 Young People

- 8.1 I was also delighted to represent the Council at a Young Scot event in Alloa at the end of May when a partnership agreement was signed. The agreement covers supporting young people on key issues including health, employment and accessing local services. The Council will also be supporting the development of Young Scot's national reward scheme (National Entitlement Card for Young People) which entitles young people to discounts and benefits in services such as transport, leisure and libraries.

9.0 Events

- 9.1 The Olympic Torch Relay through Clackmannanshire was a resounding success and an event which will be remembered for many years to come. The thousands of local people who turned out to witness this historic occasion did Clackmannanshire proud and the management of the event by the Council and its partners was superb. I was delighted to speak at the civic event which followed at the Town Hall.

10.0 Staff Visits

- 10.1 Since May I have undertaken a number of informal visits to Council services. I intend formalising a schedule of visits and will report back to Council on this.



Councillor Gary Womersley
Council Leader
August, 2012

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 16th August, 2012

Subject: Taking Clackmannanshire Forward - Corporate Priorities

Report by: Chief Executive

1.0 Purpose

- 1.1 The purpose of this report is to present to Council corporate priorities for the period 2012-2017.

2.0 Recommendation

- 2.1 It is recommended that Council:

- a) adopts Taking Clackmannanshire Forward as its draft Corporate Plan covering the period 2012-2017
- b) agrees that a consultation exercise is undertaken on the draft document
- c) notes that feedback on the consultation exercise and a final document will come before Council at its meeting on 11 October, 2012.

3.0 Background

- 3.1 The Council's previous Corporate Plan ran from 2008 to 2011 and a new statement of the Council's vision and priorities for Clackmannanshire is required.
- 3.2 The attached document sets out the Administration's priorities for the period 2012-2017. The priorities are set within the context of the priority outcomes which the Council has agreed with its community planning partners.

4.0 Taking Clackmannanshire Forward

- 4.1 The document, attached as the Appendix to this report, is set out as follows:
- *Foreword* - this introduces the document and explains its purpose
 - *Council's Vision* - this sets out the overall vision for Clackmannanshire which can be summarised as:

- Better opportunities for all
 - Better towns and villages
 - Better housing and environment
 - Better local government
 - *Council's Priority Actions* - this sets out a number of priority actions over a five year period. These actions are consistent with the outcomes set out in the Clackmannanshire Single Outcome Agreement and reference is made in the document to the outcomes the various actions will contribute to
 - *Principles* - this sets out the broad principles which the Council will follow in implementing its Plan; these are:
 - Engagement, Consultation & Partnership
 - Excellent Financial Stewardship
 - Good Governance
 - Positive Organisational Culture
 - *Making It Happen* - this sets out how the Council will manage its affairs to ensure that resources are targeted to implement stated priorities
 - *Monitoring Our Performance* - this sets out arrangements for assessing progress in achieving the priorities.
- 4.2 Once finalised, *Taking Clackmannanshire Forward* will provide direction and focus for Council activities. The corporate priorities it contains will be fed into the service business planning process where specific tasks and actions will be recorded. Progress and performance in completing the tasks will be reported to and monitored by relevant Council committees. Associated measures of success will also be adopted.

5.0 Consultation

- 5.1 The Council wishes to embed consultation in its development of strategies and policies. Accordingly, it is proposed that *Taking Clackmannanshire Forward* is circulated in draft to partners and that consultations with other stakeholders are also undertaken.
- 5.2 Feedback from the consultation will be reported to Council at its meeting on 11 October, 2012, with a final document being submitted for approval at that time.

6.0 Sustainability Implications

NA

7.0 Resource Implications

Financial Details N/A

Staffing N/A

8.0 Declarations

8.1 The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities 2008 - 2011** (Please double click on the check box)

The area has a positive image and attracts people and businesses
Our communities are more cohesive and inclusive
People are better skilled, trained and ready for learning and employment
Our communities are safer
Vulnerable people and families are supported
Substance misuse and its effects are reduced
Health is improving and health inequalities are reducing
The environment is protected and enhanced for all
The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail) N/A

9.0 Equalities Impact - N/A

10.0 Legality


10.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

11.0 Appendices - *Taking Clackmannanshire Forward*, Corporate Priorities 2012-17

12.0 Background Papers

12.1 *Working Together For Clackmannanshire*, Clackmannanshire Community Plan

Author(s)

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	

TAKING CLACKMANNANSHIRE FORWARD

corporate priorities, 2012-2017

August, 2012

DRAFT

CONTENTS

Page

Foreword

3

Vision

4

Actions

6

Principles

14

Making It Happen

15

Monitoring Our Performance

17

DRAFT

FOREWORD

This document sets out in draft 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

DRAFT

VISION

Taking Clackmannanshire Forward is what the Council is all about. We want:

- Better towns and villages
- Better opportunities for all
- Better housing and environment
- Better local government

BETTER TOWNS & VILLAGES

Our towns and villages are the heart of our county and the public face of Clackmannanshire. 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
- Visitors and residents benefit from the area's attractions
- Communities have the capacity to work collectively to tackle local problems
- People feel safe in their homes and in the community
- People have a high quality of life, free from the burden of anti-social behaviour
- We have fewer stigmatised communities

BETTER OPPORTUNITIES FOR ALL

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 opportunities for new and expanding businesses
- Our transport and business links develop further
- Local people have support to take up employment locally and elsewhere
- All children in Clackmannanshire have the best possible start in life
- Our school children are successful learners
- People and families are supported to live independently
- Vulnerable adults are supported so their health and overall wellbeing is promoted
- Our opportunities are not limited by poor health and people have a good sense of wellbeing
- Social circumstances for those in most need are improved

BETTER HOUSING & ENVIRONMENT

Excellent housing and a great environment are vital in improving the quality of life for people in Clackmannanshire. The Council wants to increase the amount of good quality affordable housing in Clackmannanshire and to build new houses. We also want to keep Clackmannanshire at the forefront of green, recycling and sustainability initiatives so that:

- Our open spaces are thoughtfully managed
- Our use of land is sensitive to its social impact
- We value our natural and built heritage
- We make the best use of our exceptional environment

BETTER LOCAL GOVERNMENT

The Council believes that it should lead by example in its own actions. As well as seeking to be an employer of choice, it also believes that there should be the highest standards of probity and transparency in everything the Council does so that:

- Services are shaped to suit local need
- The public's experience of the services they receive is excellent
- We make best use of shared resources to meet local needs
- We innovate and actively seek opportunities to work jointly to improve services

PRIORITY ACTIONS

Under each of these four aims, the Council has a range of priority actions which are set out in the pages which follow. These actions directly contribute to the outcomes which a range of organisations in the Clackmannanshire community planning partnership have signed up to achieving. These outcomes, which are set out in the Community Plan, *Working Together for Clackmannanshire*, and the Clackmannanshire Single Outcome Agreement are:

- Clackmannanshire has a positive image and attracts people and business
- Communities in Clackmannanshire are more inclusive and cohesive
- People in Clackmannanshire are better skilled, trained and ready for learning and employment
- Clackmannanshire communities are, and feel, safer
- Vulnerable people and families in Clackmannanshire are supported
- Substance misuse and its effects are reduced in Clackmannanshire
- Health is improving in Clackmannanshire
- Clackmannanshire's environment is protected and enhanced
- Clackmannanshire's public services are improving

BETTER TOWNS & VILLAGES - PRIORITY ACTIONS

Working with residents, traders, property owners, local groups and all stakeholders, we will enhance our towns and villages in a sustainable way by:

1. Supporting the ongoing town centre redevelopment and improvement of Alloa Town Centre
2. Promoting and supporting village/small town centre Initiatives, designed to enhance village and small town centres throughout Clackmannanshire
3. Retaining and improving Community Access Points within existing settlements, keeping Council services accessible locally to communities
4. Continuing to support the Clackmannanshire rail project and maximising the benefits it brings to the county
5. Delivering increased investment for the repair and maintenance of Clackmannanshire's roads
6. Ensuring there will be no additional public car-parking charges throughout Clackmannanshire
7. Working with the Scottish Government, to guarantee the retention of the concessionary bus pass and extending it to Dial-a-bus services
8. Supporting the Ochil Landscape Partnership to secure long term improvements
9. Repairing and reopening the footpath at Mill Glen, Tillicoultry
10. Ensuring Clackmannanshire Council halls and facilities are utilised to maximum benefit
11. Supporting community-led initiatives to, where appropriate, manage and maintain local halls and facilities
12. Providing a Tillicoultry Community Hub in consultation and partnership with the Community.
13. Seeking to maximise the use of Community Payback Orders to benefit local communities
14. Undertaking a review of all public toilet provision in Clackmannanshire

Better Towns & Villages - 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
- Communities in Clackmannanshire are more inclusive and cohesive
- Vulnerable people and families in Clackmannanshire are supported
- Clackmannanshire's environment is protected and enhanced
- Clackmannanshire's public services are improving

Better Towns & Villages - Measures of Success

Increase the percentage of residents who feel that Clackmannanshire has a strong sense of community
Increase customer satisfaction with CAPs
Increase the percentage of local residents who rate their neighbourhood as a good place to stay
Increase the percentage of residents who feel they have a very good or good quality of life
Increase percentage of residents who are involved with community life

DRAFT

BETTER OPPORTUNITIES FOR ALL - PRIORITY ACTIONS

To help improve life chances for individuals and families, as well as create a more positive environment for local businesses and employers, we will invest to create the right environment for everyone in Clackmannanshire to succeed to their maximum potential by:

1. Embedding a policy of Early Intervention and Raising Attainment within Clackmannanshire's Schools
2. Rolling 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
3. Ensuring the best attainable start in life by early implementation of the *Getting It Right For Every Child* principles and practice
4. Providing additional funding to improve nursery provision within Clackmannanshire
5. Funding a programme of parental engagement and support in order to assist with raising attainment levels of secondary school pupils
6. Introducing additional educational attainment staff in each of our three secondary schools, to give extra support, mentoring and coaching to pupils
7. Providing 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
8. Supporting the Scottish Government's promise of a job, training or education place for every 16 to 19 year old within Clackmannanshire
9. Implementing Council policies to encourage local employers to take on local 19 to 24 year olds
10. Supporting a multi agency approach to deliver the best training and development opportunities for Clackmannanshire residents
11. Implementing an employability initiative for care leavers, in which Looked After Children leaving school are offered employment/training for one year at Clackmannanshire Council
12. Providing additional funding to improve Child Care Services within Clackmannanshire
13. Maintaining, embedding and increasing payments to Kinship Carers by a minimum of 1% each year
14. Helping and supporting individuals and families by continuing the Council Tax freeze
15. Supporting Clackmannanshire Credit Union and seeking ways in which the Council can work to maximise uptake of membership within Clackmannanshire
16. Working with Local Traders and property owners to revitalise our high streets through innovative and flexible use of shop units and upper premises
17. Supporting the Scottish Government's Small Business Bonus Scheme
18. Working proactively to attract new businesses and supporting existing businesses by reducing, where appropriate, bureaucracy and red tape
19. Actively encouraging businesses to relocate to Clackmannanshire by adopting a business-friendly and "can-do" approach to promote Clackmannanshire as a prime business location

20. Continuing 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
21. Maximising 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
22. Working with all partners and stakeholders to secure as much additional external funding for Clackmannanshire as possible
23. Working with local businesses and employers to promote Clackmannanshire's Tourism potential locally, nationally and internationally
24. Delivering a holistic Sports and Leisure Strategy for the whole of Clackmannanshire in conjunction with local clubs and groups

Better Opportunities for All - 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
- Communities in Clackmannanshire are more inclusive and cohesive
- People in Clackmannanshire are better skilled, trained and ready for learning and employment
- Clackmannanshire communities are, and feel, safer
- Vulnerable people and families in Clackmannanshire are supported
- Health is improving in Clackmannanshire
- Clackmannanshire's environment is protected and enhanced
- Clackmannanshire's public services are improving

Better Opportunities for All - Measures of Success

Increase the percentage of adults in Clackmannanshire who are happy or fairly happy
Increase the percentage of adults describing their health as good or fairly good
Increase Clackmannanshire total tourism revenue
Increase percentage of residents actively participating in Sports & Leisure
Increase the percentage of pupils attaining 5 or more Level 4 Standard Grade Awards
Increase the percentage of pupils attaining 5 or more Level 3 Standard Grade Awards
Increase the percentage of school leavers going into employment, education or training
Increase % of working age people who are economically active

BETTER HOUSING & ENVIRONMENT - PRIORITY ACTIONS

The Council will increase the amount of good quality affordable housing in Clackmannanshire and keep Clackmannanshire at the forefront of green, recycling and sustainability initiatives by:

1. Consulting on and implementing a new overall Housing Strategy for Clackmannanshire and introducing a new Housing Business Plan to align with the new priorities set by the Council and new legislation
2. Building new Council Houses and working with all partners to maximise the availability of affordable housing throughout Clackmannanshire
3. Encouraging better liaison with private sector landlords to maximise best practice and availability of housing stock
4. Consulting upon and working with all partners to introduce a Choice Based Lettings system for Council Housing
5. Striving to introduce practical “real-world” solutions to assist and encourage tenants to secure best-fit tenancies
6. Addressing the challenges of Social Housing and changes in legislation by promoting efficient and integrated services in and outwith the Council
7. Delivering additional funding to tackle homelessness
8. Taking a robust approach to anti-social behaviour and drug-dealing within Clackmannanshire through cross service and Government agency working and, where practical, adopting new and pilot approaches to drug dependency
9. Adopting a proactive approach to reducing litter, fly tipping and dog fouling by thorough use of existing legislation, increased staff training, patrolling and enforcement
10. Investing to keep Clackmannanshire at the very forefront of recycling, sustainability and zero waste initiatives
11. Maximising opportunities and investment to further develop energy efficiency initiatives within Clackmannanshire as part of a greater move to mitigate fuel poverty in the area
12. Actively encouraging developers and landowners to transfer new public spaces to the Council for future adoption and maintenance
13. Leading 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
14. Seeking support from the Convention of Scottish Local Authorities to have 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
15. Continuing to promote green energy schemes and improve recycling rates, with the objective of saving money as well as helping the environment
16. Seeking to re-market and utilise the following surplus Council sites in a way that maximises benefit to the local communities:-
 - Former Tullis Site, Tullibody
 - Former Alva Academy Site, Alva; and
 - Former Community Centre, Tillicoultry.

17. Recycling 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
18. Introducing 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

Better Housing & Environment - 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
- Communities in Clackmannanshire are more inclusive and cohesive
- Clackmannanshire communities are, and feel, safer
- Vulnerable people and families in Clackmannanshire are supported
- Substance misuse and its effects are reduced in Clackmannanshire
- Health is improving in Clackmannanshire
- Clackmannanshire's environment is protected and enhanced
- Clackmannanshire's public services are improving

Better Housing & Environment - Measures of Success

Increase percentage of council housing that has achieved the Scottish Housing Quality Standard
Increase percentage of homeless people maintaining their tenancy for at least 12 months
Decrease the average time homeless people spend in temporary accommodation
Increase the number of council houses
Reduce the percentage of local residents surveyed who cite alcohol abuse as a dislike about their neighbourhood
Increase overall street cleanliness
Decrease biodegradable waste sent to landfill
Increase recycling

BETTER LOCAL GOVERNMENT - PRIORITY ACTIONS

The Council will achieve the highest standards of probity and transparency and be an employer of choice by:

1. Pursuing a policy of robust Corporate Governance within the Council
2. Promoting good financial stewardship within all Council Departments
3. Embedding a corporate philosophy to the management of all services
4. Maximising appropriate consultation with communities and stakeholders in the implementation of Council policies and activities
5. Introducing and maintaining a minimum living wage for Council staff
6. Providing funding to allow the implementation of enhanced terms and conditions for craft workers within the Council
7. Providing additional funding to implement any findings from the independent review of childcare services within the Council
8. Reducing the Council's levels of debt and ensuring the implementation of the Council's Debt Policy
9. Investing in the repair and maintenance of Council properties
10. Investing to ensure that our IT needs and fleet infrastructure are fit for purpose
11. Ensuring that the Council's Prosecution Policy is implemented
12. Examining the Council's management structures to ensure that these are fit-for-purpose and as effective and efficient as possible
13. Ensuring that 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
14. Pursuing initiatives that create joint working arrangements and enhancement for Clackmannanshire against a context of always recognising the need for a strong, independent Clackmannanshire Council
15. Working with the Scottish Government to ensure that Clackmannanshire is at the very heart of planned reform to the Police & Fire Services within Scotland and working to maximise the benefits for locals and Clackmannanshire
16. Promoting 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
17. Operating 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 such as youth councils facilitated by local community councils and involvement in the Scottish Parliament's Community Council Working Group

Better Local Government - 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
- Communities in Clackmannanshire are more inclusive and cohesive
- Clackmannanshire communities are, and feel, safer
- Vulnerable people and families in Clackmannanshire are supported
- Clackmannanshire's environment is protected and enhanced
- Clackmannanshire's public services are improving

Better Local Government - Measures of Success

Increase the percentage of people who experience good or very good public services in Clackmannanshire
Increase the percentage of residents who report public agencies work well together
Decrease the council's level of debt
Increase overall staff satisfaction with the council as an employer
Increase the percentage of residents who say they are adequately involved in decisions that affect them

PRINCIPLES

Not only is it important what the Council does, it is also 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 on the basis of openness and transparency 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:

- 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 to promote the delivery of high performance across services
- Promote and embed a corporate approach by all its services.

DRAFT

MAKING IT HAPPEN: RESOURCES

The Council's priorities are influenced by a range of factors including:

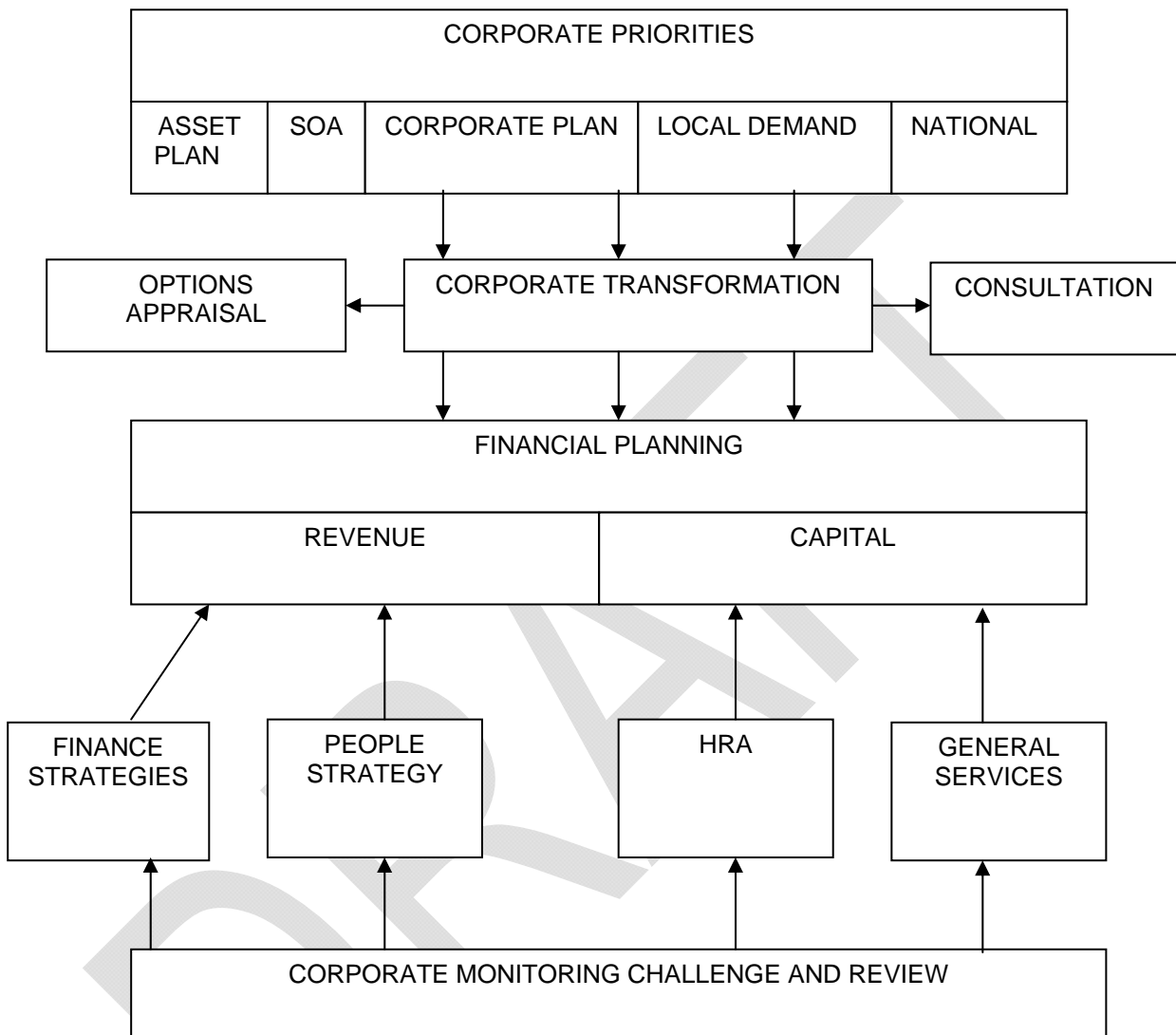
- local demand and need
- national and partnership policies
- community and political preferences
- the assets and resources available to it.

Financial planning is underpinned by a range of strategies and approaches which will ensure a robust approach to ensuring that the Council's assets and resources follow the priorities agreed by the Council

Key features of this overall approach (illustrated overleaf) are:

- 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.

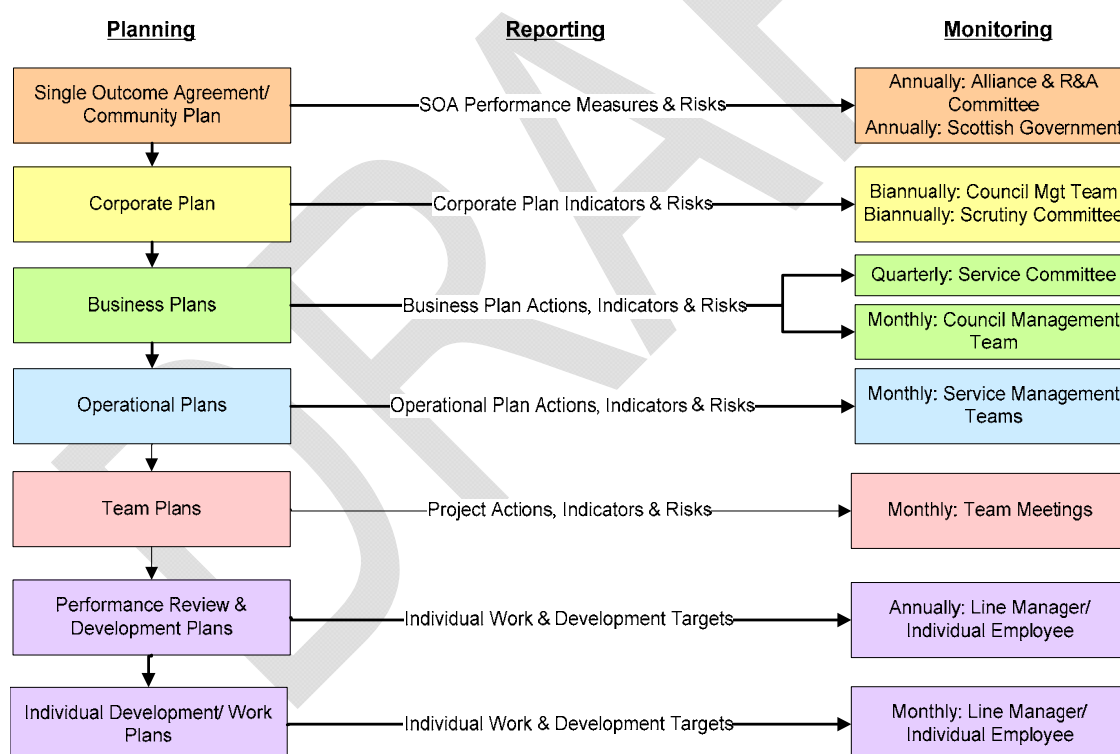
CORPORATE AND FINANCIAL PLANNING



PLANNING & 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;
- 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;



DRAFT

Report to Council

Date of Meeting: 16 August 2012

Subject: Budget Strategy Update

Report by: Director of Finance and Corporate Services

1.0 Purpose

The purpose of this report is to update Council on progress made in delivering its approved Budget Strategy. A particular focus of this report is on the revisions to the assumptions underpinning the indicative funding gap up to 2014/15, an update on 2012/13 outturn and savings delivery, and clarification of budget monitoring arrangements in the new political structures.

2.0 Recommendations

Council is asked to:

- 2.1. note the progress made and associated timelines (paragraph 3.2) for developing a menu of options for business case development and consultation using a standard template (Appendix A);
- 2.2. note the appointment of elected member representatives to the Capital Investment Forum and the meeting scheduled for 17th September;
- 2.3. endorse the revised assumptions and updated scenario planning resulting in an indicative funding gap of £12.511 million up to 2014/15 (Table 2 and paragraph 4.4);
- 2.4. approve the proposed corporate and financial planning approach set out in Appendix B;
- 2.5. note the current outturn position reported in paragraph 4.12;
- 2.6. note the progress in delivering 2012/13 planned savings (Appendix C);
- 2.7. note the progress in delivering 2012/13 approved political priorities (Appendix D);
- 2.8. endorse the proposed budget monitoring arrangements set out in section 5.

3.0. Business case and consultation development

- 3.1** At the Council meeting on 28th June 2012, the Budget Strategy update report highlighted a fairly pessimistic economic outlook which remains unchanged at this time. Related to this, was the early work which has been undertaken to engage with elected members and develop proposals to enhance service quality or choice at existing cost, allow us to better manage increasing demand without significant increases in budgets and/or make reductions in the cost of providing services and their associated budgets.
- 3.2** Subsequent to the Council report and discussion, meetings have been scheduled with each of the political parties to discuss options and ideas for further development. Alongside, the officer proposals from the May budget challenge process, any elected member suggestions will be summarised in a list of proposed areas for review which will be shared with all elected members in the week commencing 3rd September and with Trades Unions on the 4th September 2012. Following these discussions, business cases and consultation will commence in each of the approved areas using a standard template (see Appendix A).
- 3.3** As each business case and consultation process is completed, it is the aim to have a regular cycle of business cases coming forward to Council for approval all year round. This is the start of a revised approach to ensuring we are able to deliver services within a sustainable cost base for the future. This approach is discussed more fully in section 4 and Appendix B.
- 3.4** At the same meeting, Council also agreed to seek elected member nominations for the Capital Investment Forum. Following the meeting, nominations were sought from each of the political parties and representation agreed. The first meeting of the CIF has now been set up for 17th September 2012.

4.0. Assumptions on General Services Revenue Funding 2012-2015

- 4.1.** On the 9 February 2012, Council approved the 2012/13 budget. The budget report highlighted that based on the Scottish Government's indicative settlement figures, the Council has a cumulative funding gap of £13.277million up to 2014/15.
- 4.2** The budget for 2012/13 was approved on the basis of funding the gap for that year of £2.754m through the use of reserves. Consequently, the cumulative funding gap of £13.277m requires to be addressed over the next two years as indicated below.

Table 1: Indicative funding gap 2012-2015

	2013/14 £000	2014/15 £000
Net expenditure	124,594	131,538
Net Funding	117,816	118,261
Cumulative Funding Gap	6,778	13,277
Indicative Annual Gap	6,778	6,499

- 4.3 The assumptions underpinning this scenario have been previously reported to Council. However, in summary these were:
- 0% pay inflation in 2012/13 and a modest increase thereafter
 - Inflationary increases for employers NI and superannuation, together with utilities and other contractual commitments
 - a general inflationary lift of 3% applied to non-staff costs
 - Employers National Insurance contributions subject to a potential increase in 2014/15.
- 4.4 The June Budget Strategy report to Council highlighted the intention to review this forecast as a consequence of new information arising from the May budget challenge process and changing intelligence on external factors such as the levels of pay, contractual and general inflation. This process has been completed and results in a revised indicative funding gap over the period of £12.511 million. The position is summarised in Table 2 below.

Table 2: Revised indicative funding gap 2013-2015

	2013/14 £000	2014/15 £000
Net expenditure	124,784	130,772
Net Funding	117,186	118,261
Cumulative Funding Gap	6,968	12,511
Indicative Annual Gap	6,968	5,543

- 4.5 The main reasons for this are as follows:
- changes in net expenditure to process budget decisions made by the Council in February 2012 and as a consequence of new demand pressures such as the implementation of automatic pensions enrolment and planned welfare reform changes for 2013/14 onwards
 - revised assumptions in respect of general and salary inflation levels
 - a delay in the planned implementation of increases to employers National Insurance Contribution rates which was scheduled for 2014/15.
- 4.6 There remains significant uncertainty in respect of several external factors and this continues to make it difficult to forecast the indicative funding gap with a high degree of certainty. To help mitigate this situation, forecasts are regularly reviewed and as new information comes to light this is reflected in the plans and reported to Council as part of the regular update reports.
- 4.7 Having forecast the likely shortfall in funding, it is important that effective measures are put in place to bridge the funding gap in a sustainable way. To date, the Council has delivered significant levels of savings and improved its levels of uncommitted reserves to £5.547 million (4.6% of budgeted net expenditure) by April 2012. In delivering this positive result, services have to date been able to deliver a significant proportion of savings based on their

budget realignment and service redesign work. This work is now almost completed, significantly diminishing the scope for further reductions in these areas for the future.

4.8 In order to create a sustainable programme of activity to allow the Council to manage its expenditure and demand pressures, whilst real terms funding continues to reduce, further developments to the approach are proposed and these are set out in summary in Appendix B.

4.9 The key features of the approach shown in Appendix B are as follows:

- 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
- 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
- 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
- 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
- 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
- constructive, but robust challenge continues to be a key attribute of the proposed corporate approach.

4.10 Much of the work is in hand to establish this approach. However, it will take some time to become fully effective in allowing the Council to develop a longer term view of its financial planning commitments over the next 10 to 15 years. Further updates will be provided to Council as work is taken forward in these areas, should the proposed approach be approved.

4.11 In the medium term, the Council already has in place a budget and savings proposals for 2012/13. There is a need to ensure that these plans are robustly monitored as slippage in the delivery of the programmed budget will impact on the level of the indicative funding gap forecast for future years.

- 4.12 The most recent outturn information indicates that whilst it is still relatively early in the year, the General Services revenue budget is showing a modest underspend of £626k. This is predominantly down to ongoing vacancy management savings where service restructuring is not yet complete. This outturn forecast reflects a mixture of cash savings and budget savings confirmed through the recent budget challenge process in May.
- 4.13 As part of the outturn monitoring activity, accountants and budget holders are also monitoring progress in delivering both the planned savings and planned political priorities. Good progress is being made in both cases and further details are set out in Appendices C and D respectively. Section 5 of this report also makes proposals on how routine budget monitoring arrangements will work in the new committee structures.

5.0 Budget monitoring

- 5.1 Effective budget monitoring arrangements remain critical to ensuring the successful delivery of the Council's medium to long term strategy. Given the recent changes to political decision making structures, it is proposed the following budget monitoring arrangements will operate:
- service committees will receive a budget monitoring report at each meeting
 - service committee convenors will receive regular budget monitoring updates as part of their meetings with officers
 - given service committees cover more than one service, separate budget monitoring reports will be provided for each service within a committee on a trial basis
 - initially service committee monitoring reports will focus on budgeted expenditure against actual expenditure until financial reporting parameters are aligned with the service groupings of the relevant committees
 - once the financial reporting parameters transition has been completed for each service committee, accountants will incorporate outturn forecasting into reports (It is the intention to implement this stage as quickly as possible)
 - the Resources and Audit Committee will act as the service committee for Finance and Corporate Services Directorate and will, therefore receive budget monitoring reports for the service as outlined above
 - the Resources and Audit Committee will receive the Council's overall monitoring information as in the previous Scrutiny Committee arrangement.
 - the overall outturn reporting will be routinely reported in Budget Strategy update reports to Council.
- 5.2 These arrangements, once fully operational will provide a greater deal of detailed monitoring information for individual services. The arrangements will continue to be reviewed to ensure they remain appropriate and further refinements will be made as required.

6.0 Conclusions

- 6.1 The economic outlook for both Scotland and the UK continues to present a pessimistic outlook for public sector finance in the coming years. The Council, however, continues to seek to deliver a sustainable cost base for the Council's future activities by refining and strengthening its Budget Strategy and supporting processes.
- 6.2 The Council is committed to open and transparent reporting of its progress in meeting these financial challenges. It remains the intention that Council will receive regular update reports on the emerging budget position.

7.0 Sustainability Implications

- 7.1 N/A

8.0 Resource Implications

8.1 *Financial Details*

- 8.2 There are no financial implications directly from this report.

8.3 *Staffing*

- 8.4 There are no staffing implications directly from this report.

9.0 Exempt Reports

- 9.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No **X**

10.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities 2008 - 2011** (Please tick ☒)

- | | |
|--|--------------------------|
| The area has a positive image and attracts people and businesses | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/> |
| Our communities are safer | <input type="checkbox"/> |
| Vulnerable people and families are supported | <input type="checkbox"/> |
| Substance misuse and its effects are reduced | <input type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input type="checkbox"/> |
| The environment is protected and enhanced for all | <input type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence | X |

(2) **Council Policies** (Please detail)

11.0 Equalities Impact

- 11.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? N/A

12.0 Legality

- 12.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers. YES

13.0 Appendices

- 13.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A: Business case and consultation template

Appendix B: Corporate and financial planning framework

Appendix C: 2012/13 Progress with Planned savings

Appendix D: 2012/13 Progress with implementation of political priority initiatives.

14.0 Background Papers

Clackmannanshire Council General Services Revenue and Capital Budget 2012/13

Clackmannanshire Council Budget Strategy: Aug 2010

Clackmannanshire Council: Budget Strategy Update 28 June 2012

Illustrative Budgets to 2015: Cabinet Secretary for Finance and Sustainable Growth, Jan 2011

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Director of Finance and Corporate Services	2030

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Director Finance & Corporate Services	

Elaine McPherson	Chief Executive	
------------------	-----------------	---

APPENDIX A



**Clackmannanshire
Council**

www.clacksweb.org.uk

Business Case

Project Name

Summary

This paper outlines the Business Case for complete summary text

Version:	0.10
Status	draft
Version Date:	08/08/2012

Document Control

Version History

Version	Date	Summary of changes
0.1	22/10/08	Document Created
0.2		
0.3		
0.4		
0.5		

Approvals:

Role:	Name:	Signature	Date
Sponsor:	name		
Project Manager	name		
Senior User	name		

Distribution List

Name	Role	Location
name	job title	office location
name	job title	office location
name	job title	office location
name	job title	office location
name	job title	office location
name	job title	office location
name	job title	office location

Table of Contents

DOCUMENT CONTROL	11
1 TABLE OF CONTENTS	13
2 EXECUTIVE SUMMARY	15
3 INTRODUCTION & BACKGROUND	17
3.1 INTRODUCTION	17
4 BUSINESS NEED	18
4.1 CURRENT SITUATION	18
4.2 BUSINESS REQUIREMENT	18
4.3 CONSULTATION	18
5 OPTION APPRAISAL	19
5.1 OPTION SUMMARY	19
5.2 DO NOTHING	19
5.3 A	19
5.4 B	19
5.5 C	20
5.6 D	20
5.7 COST ANALYSIS - SUMMARY	21
5.8 PREFERRED SOLUTION	21
6 BENEFITS EXPECTED	22
6.1 OVERVIEW OF BENEFITS	22
7 COST / BENEFIT ANALYSIS	23
8 RISKS	24
9 TIMESCALES	25
9.1 PROJECT OUTLINE	25

EXECUTIVE SUMMARY

Introduction & background

Introduction

This document presents the business case for transforming the way the Council procures goods and services.

The document provides justification in terms of:

- The business need for transforming the process.
- Solution options considered.
- Benefits expected.
- Review of potential suppliers.
- Cost/Benefit analysis.
- Project risks.
- Timescales.

The project was initiated by XXXXXX because XXXX etc etc

BUSINESS NEED

This section describes the business need in terms of the current situation and the requirement to be met by any proposed solution.

Current situation

Discuss the status quo

Business requirement

Discuss the issues and business benefits that are perceived deliverables from changing the status quo

Consultation

Discuss consultation with customers and stakeholders that confirms the current situation and/or provides justification for the business requirement.

OPTION APPRAISAL

Option Summary

This section describes a range of solution options that could potentially meet the business need articulated in the previous section. The “do nothing” option needs to be included to provide a baseline against which other options can be assessed. This has given rise to four potential options to consider:

- Do Nothing
- A
- B
- C
- D

Do Nothing

Insert text describing the do nothing if appropriate.

Strength	Weaknesses
•	•

A

The option would include the following;

-

Strength	Weaknesses
•	•

B

The option would include the following;

-

Strength	Weaknesses
•	•

C

The option would include the following;

○

Strength	Weaknesses
•	•

D

The option would include the following;

○

Strength	Weaknesses
•	•

Cost Analysis - Summary

The following table summarises the above options and their associated costs.

Costs over 5-years	Option A	Option B	Option C	Option D
Capital		•	•	•
Revenue	•	•	•	•
Consultancy	•	•	•	•
Training	•	•	•	•
Project Costs	•	•	•	•
Marketing & PR	•	•	•	•
• TOTAL	0.00	• 0.00	• 0.00	• 0.00

Preferred Solution

Based on strengths and weaknesses, costs and benefits detail the preferred option. Also give reasons why other options were discarded.

BENEFITS EXPECTED

This section identifies,

Overview of Benefits

The key benefits expected from implementation can be categorised from a Service and from the Council perspective:

Service	Council
<ul style="list-style-type: none">	<ul style="list-style-type: none">

COST / BENEFIT ANALYSIS

The cost/benefit analysis is summarised below for the preferred option: (Use footnotes to describe source and figure calculations)

Example.....	Year 1	Year 2	Year 3	Year 4
Costs:	£	£	£ _____	£
Benefits:				
Cash	£ ¹	£ ²	£ ³	£ ⁴
Cost Avoidance (Cash)	£	£	£	£
Productivity	£	£	£	£
Total	£	£	£	£
Net (Loss)Benefit	£	£	£	£

It is recommended that the project is funded from x and ongoing costs funded by.....

¹ text

² text2.

³ text3.

⁴ text4.

RISKS

As with any project, there is an element of risk, the nature of which needs to be assessed. The key risks associated with this project are perceived to be: (describe for preferred option)

- 1
- 2
- 3
- 4
- 5

All of the above risks are deemed critical and the success is such that appropriate support is provided to mitigate these wherever possible.

Strategies will be developed throughout the implementation of the project to mitigate these risks further via the agreed development strategy and countermeasures.

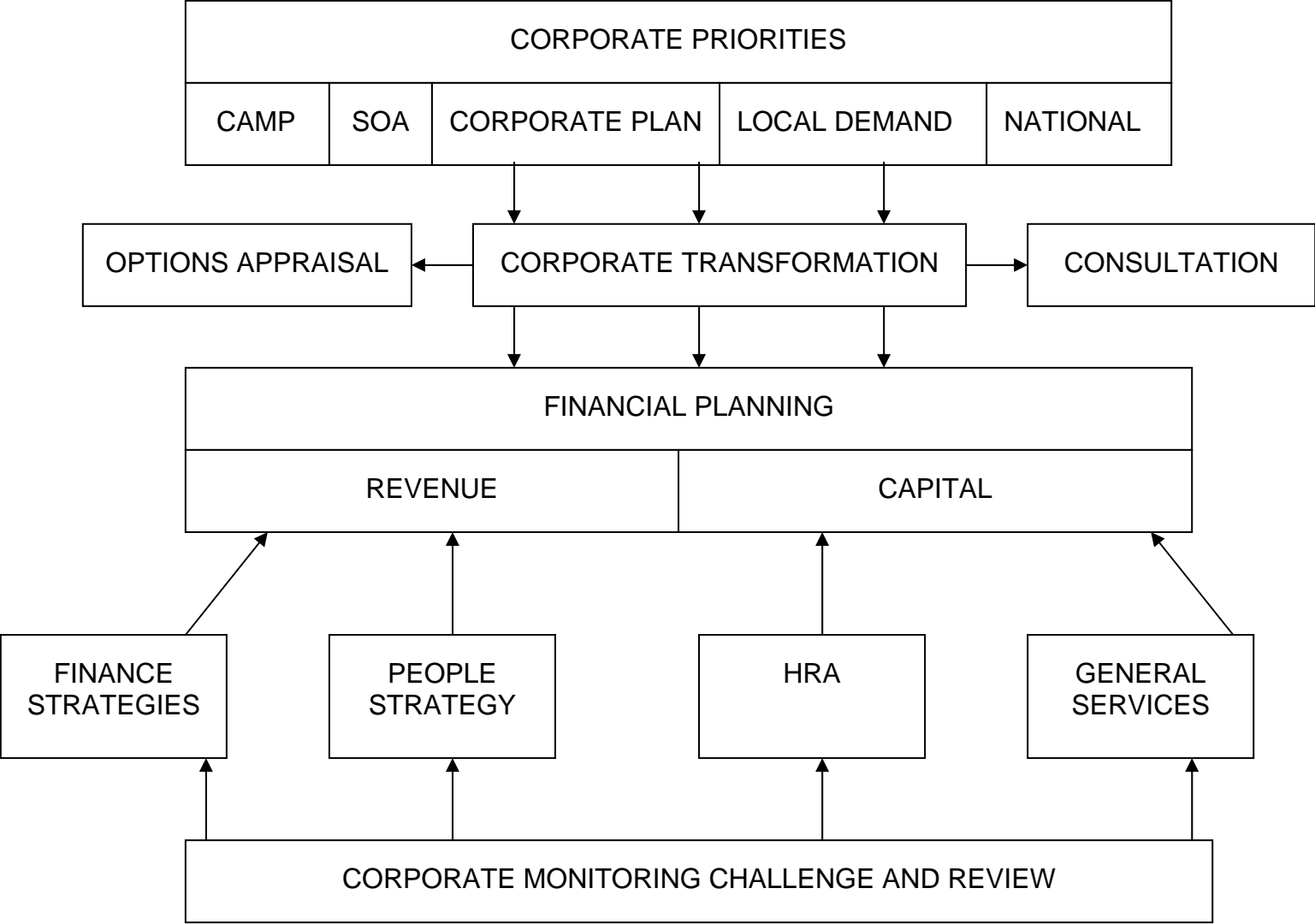
TIMESCALES

Project Outline

Provide details on the project timeframe although this will be revised if the project is approved.

Date	Milestone	Notes

CORPORATE AND FINANCIAL PLANNING



APPENDIX C - 2012/13: PROGRESS WITH PLANNED SAVINGS

Database No.	Saving	£	£ delivered to date	Commentary
Facilities Management				
948	Restructure - Burials Staff	(17,500)	0	Restructure not yet complete - ongoing
953	Restructure - Streetcare	(12,500)	(12,500)	Restructure complete
980	Restructure - Fleet Team Leader	(8,750)	(8,750)	Restructure complete
946	Reduction in Service Provision - Lands Maintenance	(25,000)	(25,000)	Restructure complete
Regulatory				
921	Restructure - Community Regulatory	(5,625)	0	Not actioned to date
905	Restructure - Development Services	(11,950)	(11,950)	Restructure complete
922	Restructure - Housing	(25,290)	0	Offset by vacancies
1011	Restructure - Environmental Health	(4,000)	(4,000)	Restructure complete
939	Restructure - Environmental Health and Community Safety	(21,750)	(21,750)	Actioned
941	Community Wardens -	(6,250)	(6,250)	Vacancy budget removed

Database No.	Saving	£	£ delivered to date	Commentary
	Delete Vacancy.			
904	Restructure to reduce management	(24,788)	(24,788)	Team leaders reduced 6 to 3 - completed April 2012
907	Restructuring to reduce management	(18,750)	0	Restructure still ongoing - full saving will not be met this year
Social Policy				
424	Restructure - adult day services	(50,000)	(50,000)	Restructure complete
436	Restructure - mental health	(6,250)	(6,250)	Restructure complete
430	Restructure - child care	(12,658)	(12,658)	Restructure complete
Education				
1000	Restructure - nursery education	(38,750)	(38,750)	Restructure complete
1007	Restructure Support and Inclusion	(24,500)	(24,500)	Restructure complete
Strategy and Customer Services				
1030	Restructure - Strategy and Performance £60K	(30,000)	(30,000)	Restructure complete
977	Restructure - Strategy & Policy / Customer Services	(106,000)	(66,000)	off-set by savings within service
		(450,311)	(343,146)	

Database No.	Saving	£	£ delivered to date	Commentary
Social Policy				
Elderly Provision				
427	Restructure - elderly care	(50,000)	(50,000)	Restructure complete
997	Redesign individual care plans	(50,000)	(50,000)	Actioned 11/12
861	Renegotiate Supporting People Contracts	(15,000)	(15,000)	Actioned 11/12
431	Shared services with other councils - fostering and adoption	(12,658)	(12,658)	Actioned 2011/12
Mental Health				
439	Better rates for outsourced services - Scottish Association Mental Health	(6,250)	(6,250)	Actioned
		(133,908)	(133,908)	
Education				
830	Redesign of Youth Service Provision	(7,000)	(7,000)	Restructure complete
999	Review Timetabling of Expressive Arts Team	(10,000)	(10,000)	Actioned
588	Efficiency of a 0.4 FTE Saving	(15,000)	(15,000)	Restructure complete

Database No.	Saving	£	£ delivered to date	Commentary
1002	Psychological Service - secondment of post - ESF funding - Temp Saving	(5,000)	(5,000)	Restructure complete
1003	Reconfigure Inclusion Service	(40,950)	(40,950)	Restructure complete
1005	Reconfigure classroom support	(40,000)	(40,000)	Restructure complete
		(117,950)	(117,950)	
<u>Strategy and Customer Services</u>				
General				
1009	Reduction in grants to voluntary organisations - Strategy and Customer Services	(4,849)	(4,849)	Grant payments reduced - Actioned
-		(4,849)		
<u>Community and Regulatory</u>				
Community & Regulatory				
945	Night Noise - Joint provision with Stirling	(20,000)	(20,000)	cost to be met from ASB
General				

Database No.	Saving	£	£ delivered to date	Commentary
1013	Reduction in grants to voluntary organisations - Community and Regulatory	(13,008)	(3,408)	Being actioned through new SLA with organisation
Regeneration				
1025	Broad Street Contract renegotiate	(35,250)	(35,250)	Actioned - contract renegotiated
1023	Private Sector Housing Contract Renegotiate	(35,000)	(35,250)	Service provided by Ochil View Housing Association has been replaced by interim service arrangements. A full comprehensive review will deliver a more cost effective alternative
		(103,258)		
Facilities Management				
Facilities Management				
Soft FM				
902	Amend cleaning specifications for building	(25,000)	(25,000)	Actioned
897	Review opening hours of Council buildings	(25,000)	(25,000)	Actioned
Waste				
951	Waste - New Disposal Agreement	(12,500)	(12,500)	New composting arrangements at lower cost now in operation
952	Waste - Service Redesign Trade	(2,500)	(2,500)	Reduction of waste to landfill - increased recycling

Database No.	Saving	£	£ delivered to date	Commentary
		(65,000)		
TOTAL		(875,276)		

Additional Management Savings and Invest to Save Savings 12/13 and 13/14

Service	Saving	£	£	
Corporate	Removal of Car Allowance	(150,000)	(150,000)	Removed - no car allowances
Strategy	Balance of Fairer Scotland after distribution to services	(144,000)	(144,000)	Actioned
Social Work	Adult Care - Community Care Purchasing Budget	(200,000)	(200,000)	Achieved 2011/12
Facilities Management - Public Conveniences	Tullibody Public Conveniences have moved to portaloo's staff savings for 12-13	(12,360)	(12,360)	Complete and budget removed
Facilities Management - Public Conveniences	Murray Square Public Conveniences have moved to portaloo's staff savings for 12-13	(35,720)	(35,720)	Complete and budget removed
Facilities Management - Land & Burial Grounds	Streetcare - budget no longer required due to single status	(6,850)	(6,850)	Actioned
Facilities Management - Land	Streetcare - external vehicle	(10,000)	(10,000)	Actioned

Service	Saving	£	£	
& Burial Grounds	maintenance costs reduced requirement			
Facilities Management - Land & Burial Grounds	Refuse collection - service redesign less requirement for overtime	(20,000)	(20,000)	budgets realigned zero based budget exercise
Facilities Management - Waste Management	Refuse collection - service redesign less requirement for other Council accounts payments	(25,000)	(25,000)	budgets realigned zero based budget exercise
Facilities Management - Waste Management	Housing special up lifts - income budget understated	(10,000)	(10,000)	Income budget increased - budgets realigned zero based budget exercise
Facilities Management - Waste Management	Forthbank - less requirement for other Council accounts payments	(5,000)	(5,000)	budgets realigned zero based budget exercise
Facilities Management - Waste Management	New Kerbside collection contract with ACE - no requirement for this budget now	(1,010)	(1,010)	budgets realigned zero based budget exercise
New Savings		(619,940)	(619,940)	
Invest to Save				
Support Services - Corporate Arrears Recovery	Procurement of a Corporate Arrears Recovery System	(19,000)	0	Undergoing initial procurement research.
Social Services - Upper Mill Street, Tillicoultry	Conversion of a property at Upper Mill Street, Tillicoultry	(185,000)	0	Project ongoing. Savings will follow after project completed.
Invest to Save		(204,000)		
		(823,940)	(619,940)	

POLICY SAVINGS 2012-13 & 2013-14 (Financial impact of approving 2011/12 savings)

Social Policy	Saving	£	£	
108	Review Service Delivery to Vulnerable Families	(45,000)	(45,000)	Achieved 2011/12
Facilities Management				
826	Reduction in service - land services - Glenochil	(20,000)	(20,000)	budgets realigned zero based budget exercise
828	Transfer Alva pool	(108,500)	(108,500)	No costs incurred after July. Budget removed
839	Review and consolidate council buildings - Tillicoultry	(13,000)	(13,000)	Actioned
TOTAL		(186,500)	(186,500)	
SUMMARY SAVINGS		(1,885,716)	(1,401,444)	

APPENDIX D: 2012/13: PROGRESS WITH PLANNED POLITICAL PRIORITY INITIATIVES

Initiative	£000	Commentary
Public conveniences: Alloa	65	Toilets now open.
Environmental Improvement Fund	100	Fund available ring-fenced within invest to save forum
Minimum Living Wage £7.20	135	Working group to start up soon once TU's confirm representation
Early intervention: Tillicoultry	50	Ongoing work - The HUB will be established by year end. Consultation work on additional expenditure to be prioritised and further meetings with all stakeholders and Tillicoultry Action Group are being arranged.
Early intervention: Raising attainment	180	Extension of Breakfast club provision. Reviewing in summer to determine uptake. Provision in place for all schools to access this facility Employing 3 FTE. Specific action plan for each school. Centrally managed but locally delivered. A requirement that the impact of the investment is demonstrated using monitoring and tracking of pupils 'at risk'. Quarterly reporting on action plan.
Childcare Services	100	Temp service mgr for 6 months and additional Team Manager are recruited and will start in August. Two additional social work posts will be filled by September.
Alva Pool	250	Payment made in July. Transferred

Initiative	£000	Commentary		
Healthy eating initiatives	30	Breakfast service has been extended and in place		
Zero Waste	134	Ear marked reserve to be used in food waste collections and zero waste strategy implementation		
Choice based lettings facility	40	Will be progressed in allocations policy review within HRA		
Review of Leisure provision	50	Funding approved for technical review of ALB options and other facilities including review of Sports Scotland facilities planning model in Clackmannanshire. Awaiting feedback from Leisure and Sports Main Issues Report consultation prior to agreeing brief for review.		
CAPITAL				
Initiative				
Capital Stimulus Fund				3 sites as per Council report of 8 March 2012 to be marketed in September 2012. Temporary staff to be employed to manage project.
Property	4,637			Backlog maintenance in school estate - maintenance programme based on condition and school estate strategy agreed. Significant summer programme of works complete with larger roof replacements currently at tender stage. Alloa Gymnastic Club capital contribution about to be committed/go to site after approval of Sports Scotland match funding bid Property asset management improvements ongoing at Kelliebank Village / Small Town Centre initiative at feasibility stage at Sauchie, aiming to go to consultation in September 2012.
Roads	1,48			Backlog maintenance of road infrastructure being addressed and on-site

Initiative	£000	Commentary		
	5			
Land	75			Currently seeking agreement of landowners to works. Preliminary works contractor appointed.
Fleet	120			Vehicles ordered awaiting delivery in October to coincide with food waste roll-out
IT	250			HR/Payroll system procured, Project Team in place and transition phase underway. Estimate dual running in November/December with Go Live scheduled for 31/3/13 latest.

Report to Council

Date of Meeting: 16th August 2012

Subject: Corporate scrutiny arrangements

Report by: Director of Finance and Corporate Services

1.0 Purpose

The purpose of this report is to further clarify and develop the Council's scrutiny framework as managed through the Resources and Audit Committee and service committees. In particular, the report focuses on the establishment of a protocol to facilitate the scrutiny of decision making and signposts a number of new initiatives to strengthen and better support elected members in discharging their scrutiny roles.

2.0 Recommendations

Council is asked to:

- 2.1. endorse the underpinning principles set out in paragraph 4.4;
- 2.2. note the plans to hold a risk based planning workshop with the Resources and Audit Committee members following recess;
- 2.3. approve the proposed authority of the Convenor of Resources and Audit Committee to request service committee convenors to attend the Resources and Audit Committee, detailed in paragraph 4.8;
- 2.4. approve the call-in process set out at Appendix B;
- 2.5. approve the call-in criteria proposed in paragraph 4.12 of the report;
- 2.6. agree the call-in operating parameters set out in paragraph 4.13;
- 2.7. agree the exemption of urgent decisions as defined by paragraph 4.14;
- 2.8. note the proposed developments to further improve the Council's scrutiny arrangements set out in paragraph 5.2.

3.0 Background

- 3.1. At its meeting on the 1st June 2012, Council established new political decision making and scrutiny arrangements. The structure now comprises three service committees in addition to Council, a Resources and Audit Committee and the pre existing statutory committees. The revised structure is set out in Appendix A.
- 3.2 The changes approved by Council aim to strengthen and enhance arrangements in a number of ways, including:
- enhancing and embedding the scrutiny role of all elected members and not just those on the designated scrutiny committee
 - refining scrutiny arrangements and allowing for more in depth scrutiny of service performance
 - establishing new arrangements for the scrutiny of decision making through the Resources and Audit Committee call in arrangements
 - improving forward planning for both Council and committee agenda
 - formalising the roles of elected members in respect of policy and strategy formulation through service committees rather than through ad hoc briefings and working groups
 - providing a strong emphasis on resourcing matters such as finance, capital investment and staff through the Resources and Audit Committee
 - providing a clear separation of responsibilities between elected member policy and strategy formulation roles in the service committees and ratification of these through Council.
- 3.3 It is evident from the new arrangements that a key feature of the changes approved by Council is the potential to facilitate improved scrutiny across the range of the Council's activity.
- 3.4 This paper, and the direction it sets out, aims to develop the Council's scrutiny arrangements for the future and builds on the review and improvement plan established by the former Scrutiny Committee. Many of the measures and underpinning principles set out address matters raised in the previous review.

4.0 Developing effective scrutiny arrangements

- 4.1 Effective scrutiny is the way in which elected members ensure that the people of Clackmannanshire are receiving the best possible services as well as best value from the Council. Effective scrutiny acts as a critical friend and is at the heart of sound governance arrangements. It also requires openness and transparency to deliver real improvements in the way that the Council does its business.
- 4.2 Scrutiny can also provide opportunities for community involvement and democratic accountability. Engagement with service users, partners and the public can help to improve the legitimacy, quality and impact of recommendations arising from scrutiny review and challenge.

- 4.3 Effective scrutiny provides the opportunity to constructively challenge elected members and officers in order to make evidence based recommendations. It also provides the opportunity for scrutinising members to represent the views of local constituents and to provide community leadership.
- 4.4 Scrutiny in Clackmannanshire should aspire to be:
- member-led;
 - consensual and based on non-party political principles;
 - focussed on the needs of service users and the public
 - evidence based
 - built on a culture of constructive challenge.
- 4.5 Scrutiny committees may undertake external scrutiny of other organisations that are engaged in the provision of local services. External scrutiny can add real value, for instance by investigating areas of public concern or where local service delivery needs to be improved. It can also strengthen effectiveness, as well as existing arrangements and relationships, where services are delivered in partnership. Developing these arrangements has been identified as an improvement priority of the Convenor of the Resources and Audit Committee.
- 4.6 The establishment of a well planned and manageable scrutiny workplan for the Council is critical to delivering positive impact and improvement from the scrutiny work undertaken. The workplan should link to corporate priorities, key risks and contribute to service improvement. The Council needs to ensure that it has in place effective Forward Planning arrangements to establish the core scrutiny plan and this will be augmented by a programme of more in depth scrutiny reviews. To facilitate the selection of topics, a risk based planning workshop will be held with members of the Resources and Audit Committee as soon as practicable after the summer 2012 recess. The workshop will build on the approach introduced last year which was reported to Council in June 2011.
- 4.7 The three service committees play a significant and complementary scrutiny role to that of the Resources and Audit Committee. This role can be broadly classified in three main areas:
- scrutiny of financial performance through ongoing review and challenge of service financial information
 - scrutiny of service performance through ongoing review of service performance based on the covalent system's recording of key milestones, results and risks
 - consultative scrutiny of new policies and strategies or significant changes to existing policies at an early stage (this will rely on effective Forward Planning arrangements and will require further development to become fully effective (section 5)).

- 4.8 The Convenor of the Resources and Audit Committee is proposed to have the authority to request Service Committee Convenors to attend the Resources and Audit Committee to answer questions about service performance, new strategy and plans. This is part of ensuring that there is effective scrutiny of corporate and service performance, a key part of the resources and Audit Committee remit. Service Committee convenors are of course, welcome to attend Resources and Audit Committee meetings but otherwise regular attendance is not expected.
- 4.9 The scrutiny remit of the Resources and Audit Committee was set out in the Council report of 1st June. In summary, this comprises:
- scrutiny of financial and service performance of Finance and Corporate Services (acting as the Resources service committee)
 - scrutinising corporate performance, including corporate financial performance and governance against the Council's Corporate Plan and Single Outcome Agreement priorities
 - scrutiny of decision making based on agreed call-in procedures (see below).

The report also indicates that the Resources and Audit Committee will assume the audit committee functions of the former Scrutiny Committee.

- 4.10 From time to time, a decision may be taken by Council or Chief Officers which causes such concern that some councillors believe that the decision should be changed. Call-in is intended to be used in exceptional circumstances for decisions believed to be contrary to the Council's decision making principles and/or governance. It is important that arrangements are straightforward and clear to ensure that they can be applied consistently and with ease, should they be required. No more than 3-4 decisions would be anticipated to be called in during a year.
- 4.11 Appendix B sets out the recommended process for call-in. The Monitoring Officer will determine whether a call in request is eligible in the first instance. Where the Monitoring Officer determines that a call-in request is eligible, the decision is immediately suspended pending the outcome of the Hearing process. The Hearing arrangements are the responsibility of the Convenor of the Resources and Audit Committee.
- 4.12 The Council's arrangements need to be underpinned by criteria to guide both elected members and officers in determining whether a request is eligible for calling in to the Resources and Audit Committee for further examination. The following criteria are proposed:
- The decision making Committee/Council has failed to consult relevant people or bodies in contravention of defined Council policies or procedures/ governance arrangements.
 - The decision is contrary to the Council's budget or policy framework.

- The decision is inconsistent with an existing Council policy.
- The decision maker did not take into account relevant considerations.
- The decision is contrary to a previously agreed decision made in full Council.
- The decision is inconsistent with a previous recommendation that has been accepted by the Council and that recommendation has not been superseded by a subsequent decision.
- The decision was not taken in accordance with the Council's approved Scheme of Delegation.

The Resources and Audit Committee is operating under delegated powers. It does not have executive authority. Where the Committee does not achieve a majority decision, the Committee findings and conclusions will, therefore, require to be reported back to Council for a final ruling. This information will be presented by the Resources and Audit Committee Convenor.

4.13 The above criteria, if approved, also need to be established within clear operating parameters. To provide this clarity, it is recommended that:

- Decisions can only be reviewed once.
- Day to day management issues cannot be included.
- Urgent and/or key decisions should not be called-in or delayed (see paragraph 4.14).
- The request to call-in a decision must be made by a requisition signed by a minimum of four members (committee quorum figure) no later than noon on the third working day following (and not counting) publication of the decision.
- The signed requisition should be delivered to the Monitoring Officer within the above timescale.
- The request must specify reason for call-in and evidence of breach of a principle of decision making.
- The request should include details of witnesses and further information required.
- All appropriate information will be provided to the Resources and Audit Committee five working days in advance of the date of the Hearing.
- A decision which has been "Called in" will be placed on the agenda for the next meeting of the Resource and Audit Committee or be reviewed at a special meeting set up at the request of the Convenor .

4.14 There are some instances where the call-in procedure will not apply. These are primarily cases which require urgent decisions. In such exempt cases, the Monitoring Officer in consultation with the Chief Executive may agree that a

decision cannot be called in by the Resources and Audit Committee on the grounds of urgency, if the call-in process could otherwise:

- Prevent a final decision being made by the required date; or
- Seriously prejudice the Council's position in relation to persons or events external to the Council; or
- Prejudice the Council's negotiation position with trade unions or a third party.

Where this exemption applies, the Monitoring Officer will provide the reasons in writing to the Convener of the Resource and Audit Committee.

5.0 Resources and Audit Committee Improvement priorities

5.1 A significant amount of effort has been invested in developing new structures and arrangements to enhance and more firmly embed the Council's scrutiny arrangements. There is, however, more work to be done to maximise the impact of, and appropriately support these arrangements for the future.

5.2 The Convenor of the Resources and Audit Committee is keen to develop a strong focus on continuous improvement, including ongoing review of the effectiveness of the Committee's operation. With this in mind, some initial proposals are being developed to discuss with the Committee when it meets in October covering:

- developing clear arrangements and guidance for scrutinising external service delivery arrangements, including those undertaken with key partners such as Health, Police and other key Alliance partners
- developing protocols, arrangements and guidance for pre scrutinising key decisions
- Improving the robustness of Forward Planning for Council and Committees, including the development of a Strategy Calendar to set review timescales well in advance for key Council strategies and policies and audit programme
- Developing a Scrutiny handbook for elected members which sets out the broad arrangements and principles underpinning the Council's scrutiny framework
- Undertaking a scrutiny training needs assessment for elected members supported by appropriate training to enhance existing elected member scrutiny capacity.

6.0 Conclusions

6.1 Recent changes to political decision making structures have provided the opportunity to strengthen the Council's scrutiny arrangements. The report

builds on the previous Scrutiny Committee Improvement Plan and also sets out further proposed developments for the future.

- 6.2 It is likely to take a little time to fully develop and embed these arrangements. Clarity about the respective roles and responsibilities of the Resources and Audit Committee and the service committees is critical to achieving this and this report aims to provide more detail of how these arrangements are intended to work in practice.

7.0 Sustainability Implications

- 7.1 N/A

8.0 Resource Implications

8.1 Financial Details

- 8.2 There are no financial implications directly from this report.

8.3 Staffing

- 8.4 There are no staffing implications directly from this report.

9.0 Exempt Reports

- 9.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No **X**

10.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities 2008 - 2011** (Please tick ☒)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	X

- (2) **Council Policies** (Please detail)

11.0 Equalities Impact

- 11.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? N/A

12.0 Legality

- 12.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers. YES

13.0 Appendices

- 13.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A: Political Decision-making structures



Appendix B: Call-in procedure

14.0 Background Papers

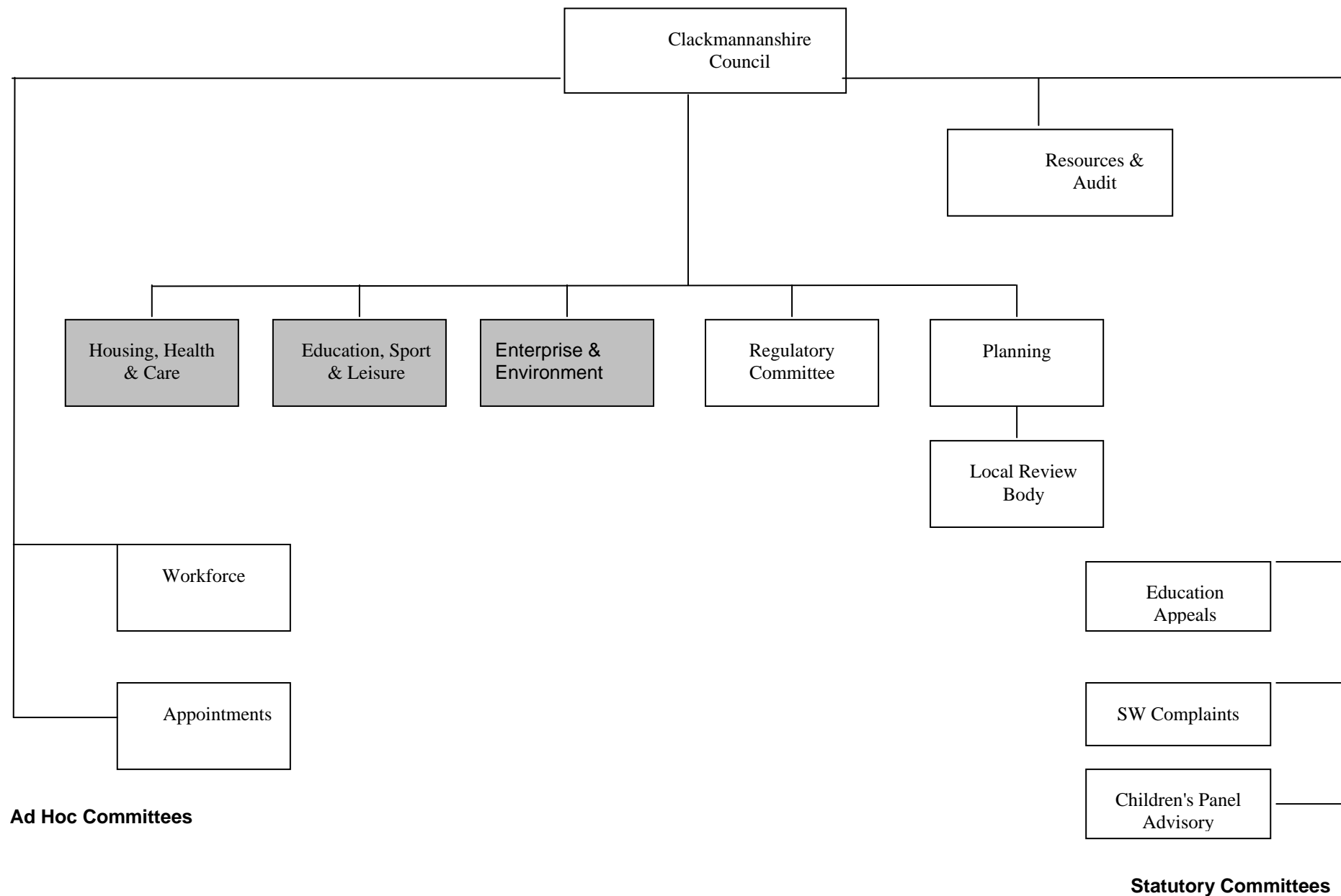
Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Director of Finance and Corporate Services	2030

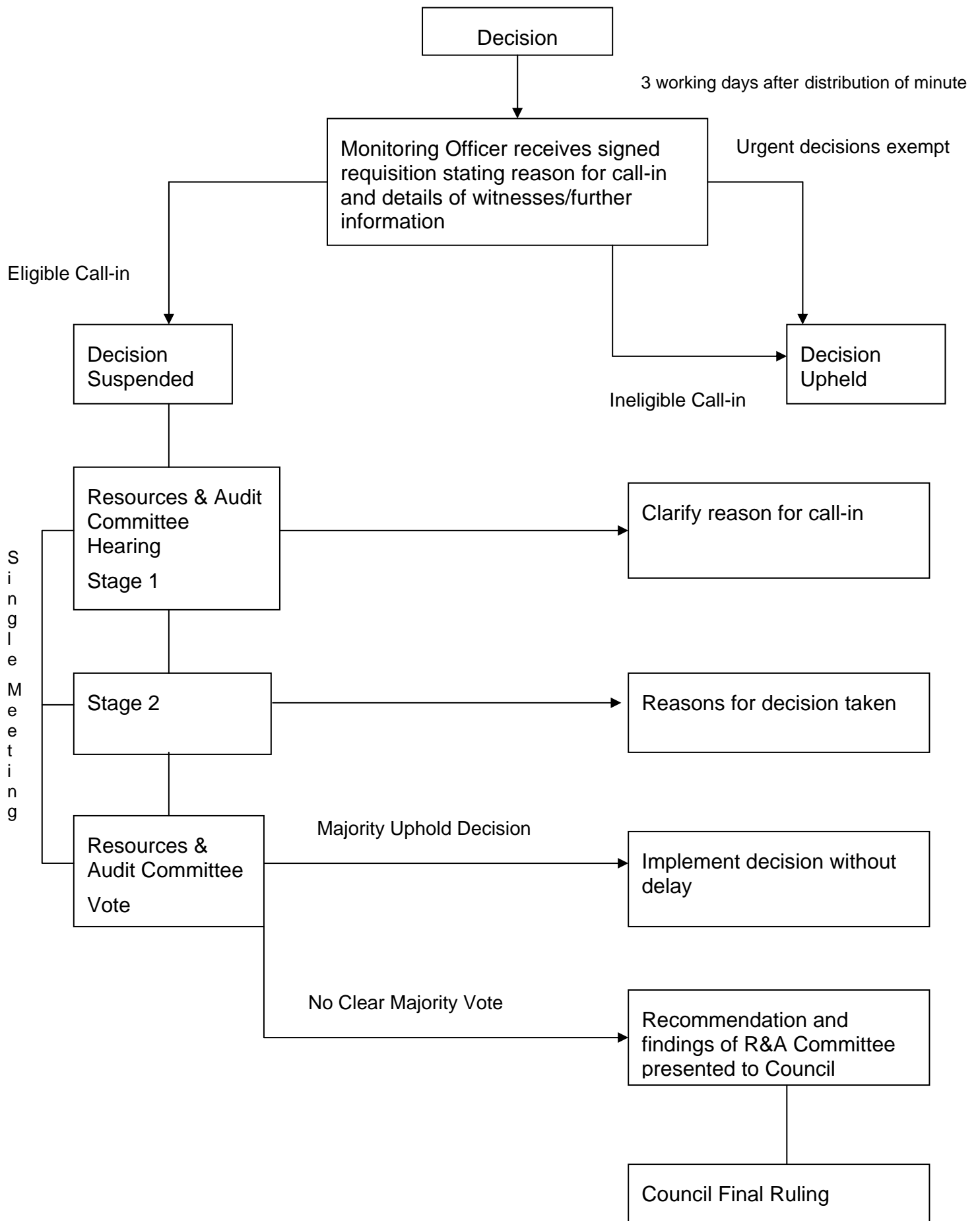
Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Director Finance & Corporate Services	
Elaine McPherson	Chief Executive	

APPENDIX A - Proposed Committee Structure



APPENDIX B - CALL IN PROCEDURE



Report to Clackmannanshire Council

Date of Meeting: 16th August 2012

Subject: Representation on CoSLA Executive Groups

Report by: Head of Strategy & Customer Services

1.0 Purpose

This report sets out requests for elected member representation on CoSLA Executive Groups.

2.0 Recommendations

It is recommended that Council:

- a) considers whether it wishes to nominate elected members to any of the CoSLA Executive Groups;
- b) nominates elected members to such groups as appropriate.

3.0 Considerations

- 3.1 Council has received a request from CoSLA asking for Council representation on the following Executive Groups. Each Council is allocated one place on each the Executive Groups.

Name of Executive Group	Number Of Reps Required	Comments / Criteria
Community Well-Being and Safety	1	Executive Group Member
Education Children and Young People	1	Executive Group Member
Health and Well-Being	1	Executive Group Member
Regeneration and Sustainable Development	1	Executive Group Member
Resources and Capacity	1	Executive Group Member
Strategic Human Resources Management	1	Executive Group Member

4.0 Sustainability Implications

4.1. No implications

5.0 Resource Implications

5.1. *Financial Details*

5.2. There are financial implications related to subscription payments made to CoSLA.

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes X

5.4. *Staffing - no implications.*

6.0 Exempt Reports

6.1. Is this report exempt? No X

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	X

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☐ No X - not applicable.

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes x

10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

None

11.0 Background Papers

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)


Yes ☒ (please list the documents below) No ☐

CoSLA Correspondence (email) dated 13th July 2012

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Eileen McKinsley	Business Support Officer	452011

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Nikki Bridle	Finance & Corporate Services Director	