

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

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CONTENTS

Page

Foreword

3

Vision

4

Actions

6

Principles

14

Making It Happen

15

Monitoring Our Performance

17

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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

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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

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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.

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MAKING IT HAPPEN: RESOURCES

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

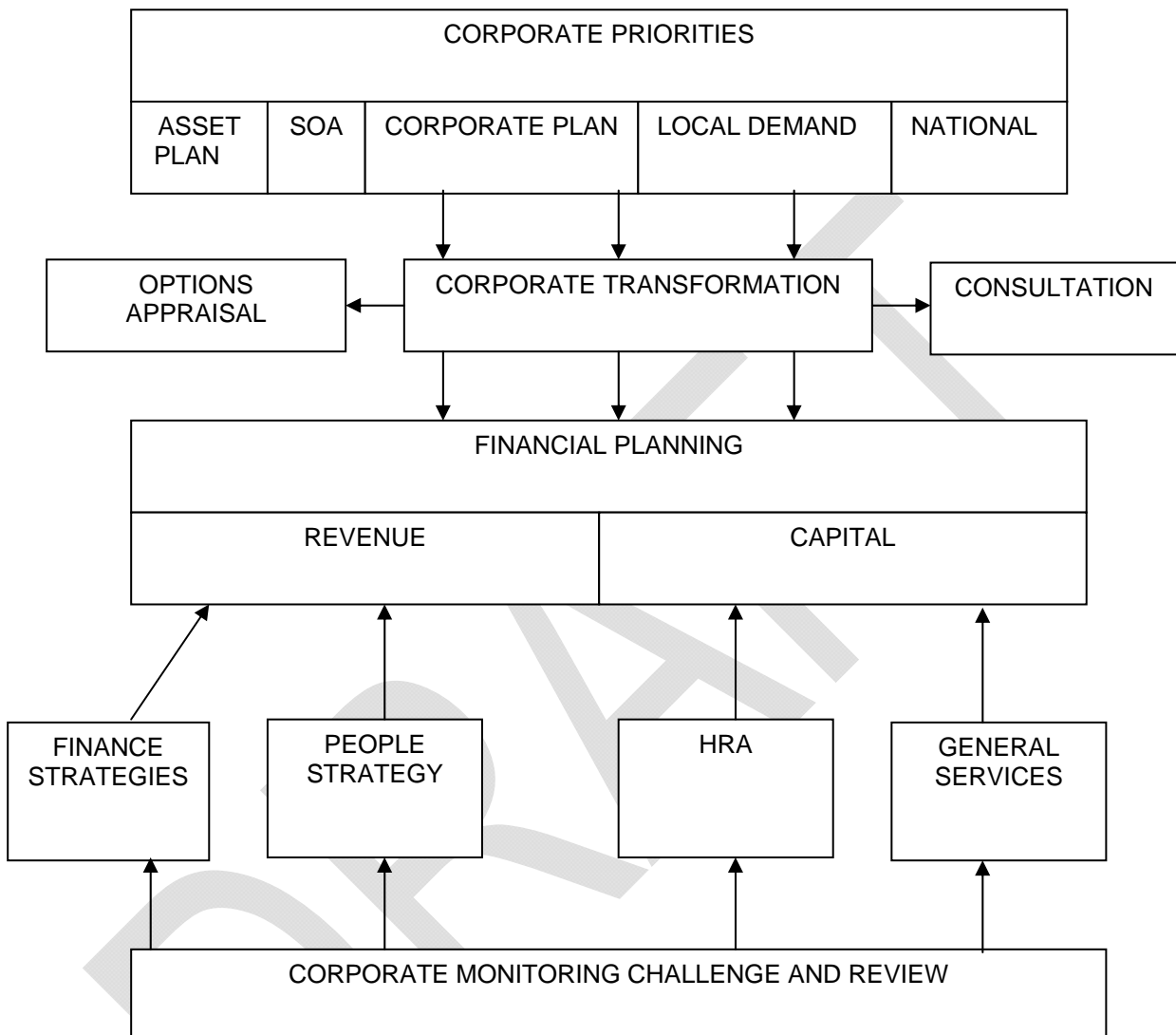
- local demand and need
- national and partnership policies
- community and political preferences
- the assets and resources available to it.

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.

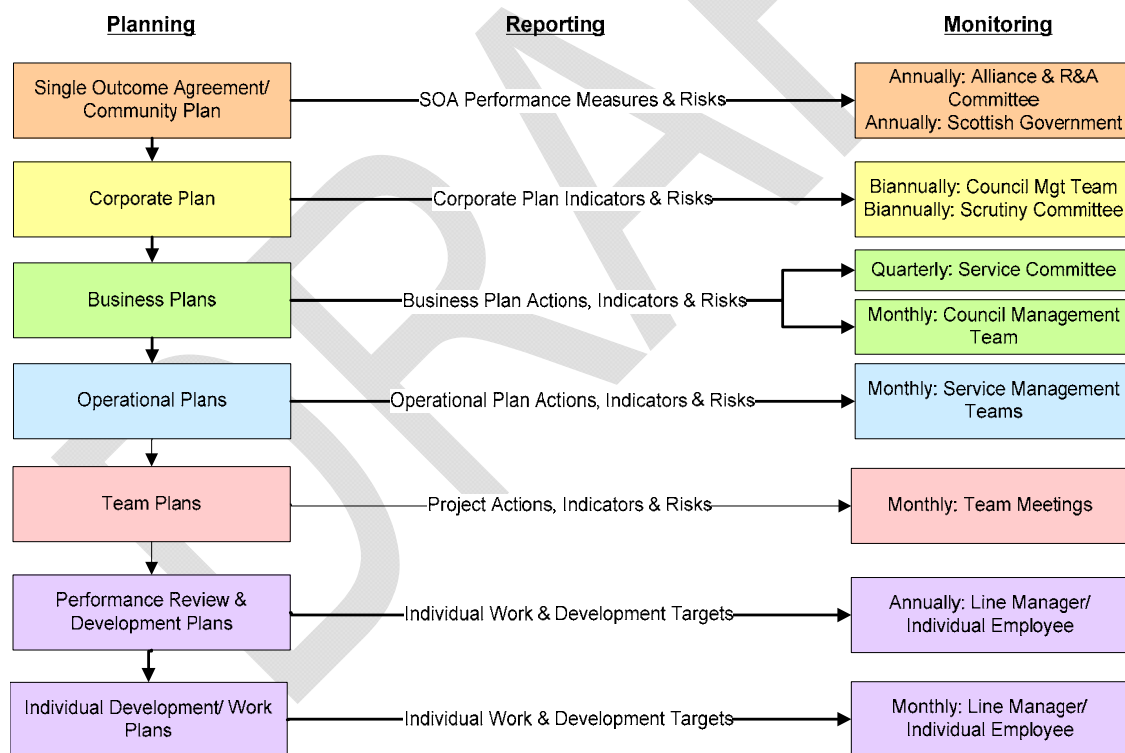
CORPORATE AND FINANCIAL PLANNING



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;



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