
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

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APPENDIX A



**Clackmannanshire
Council**

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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		

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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

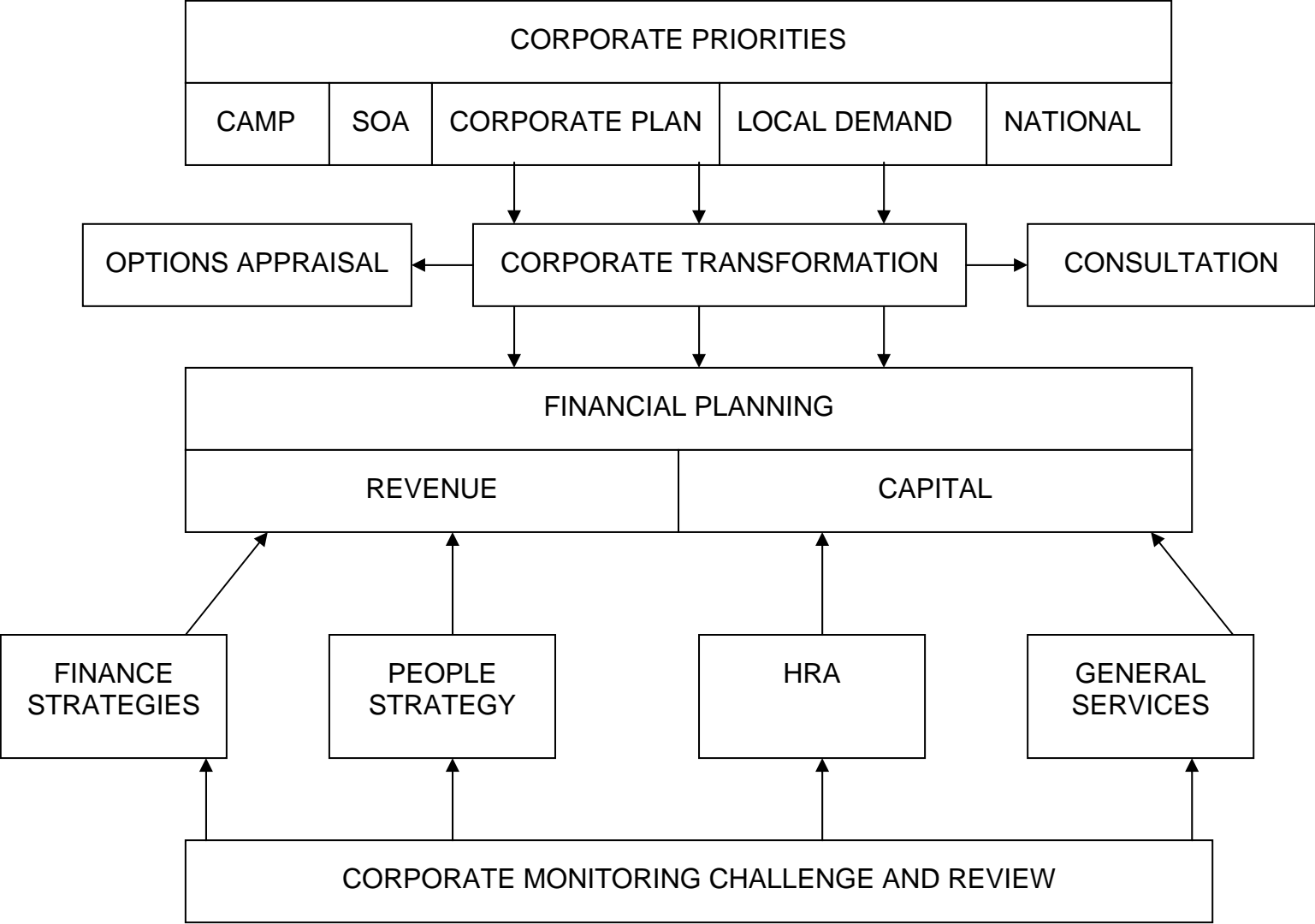
Project Outline

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

Date	Milestone	Notes

APPENDIX B

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
<u>Social Policy</u>				
<u>Elderly Provision</u>				
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
<u>Mental Health</u>				
439	Better rates for outsourced services - Scottish Association Mental Health	(6,250)	(6,250)	Actioned
		(133,908)	(133,908)	
<u>Education</u>				
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			<p>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.</p> <p>Alloa Gymnastic Club capital contribution about to be committed/go to site after approval of Sports Scotland match funding bid</p> <p>Property asset management improvements ongoing at Kelliebank</p> <p>Village / Small Town Centre initiative at feasibility stage at Sauchie, aiming to go to consultation in September 2012.</p>
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.

