



Clackmannanshire Council

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

Clackmannanshire Council

Thursday 26 June 2014 at 10.00 am.

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

Date	Time
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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.

19 June 2014

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 26 JUNE 2014 at 10.00 am.

**NIKKI BRIDLE
Depute Chief Executive**

B U S I N E S S

9.45 am - Photocall - All Members to be in the Chamber for a photograph to commemorate the final Council Meeting at Greenfield.

	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 Minute of Meeting held Thursday 15 May 2014 (Copy herewith)	09
4. Committee Meetings Convened Since the Previous Council Meeting on 15/05/14 (<i>For information Only</i>)	--
(a) Housing Health and Care Committee - 22/05/14	
(b) Education Appeals Committee - 30/05/14	
(c) Appointments Committee - 03/06/14 and 04/06/14	
(d) Enterprise and Environment Committee - 05/06/14	
(e) Regulatory Committee - 10/06/14	
(f) Resources and Audit Sub-Committee - 11/06/14	
(g) Planning Committee - 12/06/14	
(h) Education, Sport and Leisure Committee - 19/06/14	
(i) Resources and Audit Committee - 19/06/14	
5. Notification of Changes to Standing Orders - Notice was given at the Meeting of Council of 15 May 2014 under Standing Order 20.7 of intention to bring to Council proposals to amend Standing Orders. No such proposals have been submitted and therefore no substantive report is submitted to this meeting.	--

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6. Committee Recommendations Referred to Council - report by the Chief Executive (Copy herewith)	23
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8. Proposed Clackmannanshire Local Development Plan, Open Space Strategy and Dollar/Muckhart Conservation Area Appraisal - report by the Development Services Manager (Copy herewith)	29
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14. Annual Review of Debtors 2013-14 - report by the Revenues and Payments Manager (Copy herewith)	155
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16. Annual Treasury Report 2013/2014 - report by the Depute Chief Executive (Copy herewith)	193
17. Clackmannanshire Council Assurance & Improvement Plan 2014-2017 - report by the Chief Executive (Copy herewith)	205

EXEMPT INFORMATION

It is considered that the undernoted report be treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 8 of the Local Government (Scotland) Act 1973. It is anticipated, (although this is not certain) that the Council will resolve to exclude the press and public during consideration of these items.

18. Geographic Information Services - report by Chief Executive 241
(Copy herewith)

It is considered that the undernoted report be treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 9 of the Local Government (Scotland) Act 1973. It is anticipated, (although this is not certain) that the Council will resolve to exclude the press and public during consideration of these items.

19. Greenfield House Sales Report - report by the Director of ---
Services to Communities (Copy to follow)

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

MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 15 MAY 2014 at 10.00 am

PRESENT

Provost Tina Murphy (In the Chair)
Councillor Donald Balsillie
Councillor Janet Cadenhead
Councillor Alastair Campbell
Councillor Archie Drummond
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Irene Hamilton
Councillor Craig Holden
Councillor Kathleen Martin
Councillor George Matchett
Councillor Walter McAdam
Councillor Bobby McGill
Councillor Les Sharp
Councillor Jim Stalker
Councillor Derek Stewart
Councillor Graham Watt
Councillor Gary Womersley

IN ATTENDANCE

Elaine McPherson, Chief Executive
Nikki Bridle, Director of Finance and Corporate Services
Stuart Crickmar, Head of Strategy and Customer Services
David Leng, Head of Education (AM only)
Cherie- Ann Jarvie, Strategy and Performance Manager (AM only)
Liz Shaw, Chief Accountant
Val De Souza, Head of Social Services (AM only)
Andrew Wyse, Solicitor, Clerk to the Council
Susan Mackay (PM only)
LSO Kenny Rogers, Stirling and Clackmannanshire, Scottish Fire and Rescue Service (Item 6)
Chief Superintendent David Flynn, Divisional Commander, Police Scotland (Item 7)
Jim Cattanach, Divisional Business Assurance Officer, Police Scotland (Item 7)

CC.199 APOLOGIES

None

CC.200 DECLARATIONS OF INTEREST

None

CC.201 MINUTE OF MEETING OF CLACKMANNANSHIRE COUNCIL HELD ON THURSDAY 13 MARCH 2014

The minutes of meeting of the Clackmannanshire Council held on 13 March 2014 were submitted for approval.

CC.190 (page 8) Minute of Meeting: Thursday 19 December 2013 (Notice of Amendments to Council Standing Orders)

Councillor Watt advised that there had been no report on amendments to standing orders on the agenda for the meeting held on 19 December 2013. Following a point of order raised by Councillor Watt, notice was given verbally that amendments to Standing Orders would be reported to the next full Council meeting for approval (15/05/14).

Decision

Subject to the above amendment, the minutes of the meeting of the Clackmannanshire Council held on 13 March 2013 were agreed as a correct record and signed by the Provost.

CC.202 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL MEETING ON 13 MARCH 2014

The Council agreed to note the committee meetings that have taken place since the last Council meeting on 13 March 2014.

Housing, Health and Care Committee	20/03/14
Enterprise and Environment Committee	27/03/14
Regulatory Committee	08/04/14
Education, Sport and Leisure Committee	24/04/14
Resources and Audit Committee	01/05/14
Planning Committee	08/05/14

CC.203 LEADER'S BRIEFING

A briefing report which informed elected members of a range of issues and activities and covered the period from March 2014 to May 2014 was submitted by the Leader of the Council.

The Council agreed to note the information set out in the report.

CC.204 LOCAL FIRE PLAN FOR CLACKMANNANSHIRE 2014/17

The purpose of the report was to present to Council the Local Fire Plan for Clackmannanshire for the period 2014/17.

Motion

That Council approves the Fire Plan for Clackmannanshire for 2014/17.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously to approve the Fire Plan for Clackmannanshire for 2014/17.

Action

Head of Strategy and Customer Services

CC.205 POLICING PLAN FOR CLACKMANNANSHIRE 2014/17

The purpose of the report was to present to Council the Policing Plan for Clackmannanshire 2014/17.

Motion

That Council approve the Policing Plan for Clackmannanshire 2014/17.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously to approve the Policing Plan for Clackmannanshire for 2014/17.

Action

Head of Strategy and Customer Services

CC.206 COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

A report which sought Council approval of recommendations made by committees during the March to April 2014 cycle of meetings was submitted by the Chief Executive.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously :

- (1) from the Resources and Audit Committee of 11th March 2014 in relation to the report entitled "Clackmannanshire Council Internal Audit and Fraud Annual Plan 2014/15", to ratify the decision of the Committee to:
 - approve the Clackmannanshire Council Internal Audit and Fraud Annual Plan 2014/15.

(2) from the Resources and Audit Committee of 11th March 2014 in relation to the report entitled "Resources and Audit Forward Plan" to ratify the decision of the Committee to:

- approve the Forward Plan for 2014/15, as set out in Appendix 1 in the report.

Action

Chief Executive/Directors

CC.207 SENIOR COUNCILLOR POSITIONS AND APPOINTMENTS

A report which invited Council to appoint a new Depute Leader and a New Depute Provost and to agree changes to the list of senior councillor positions which attract a responsibility payment was submitted by the Chief Executive.

Motion

That Council agrees the recommendations as set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Amendment

"Amendment to 2.1c:

That Council on recommendation 2.1c does not establish a new Senior Councillor post which has special responsibility for Partnership, Equality and Diversity.

Subsequent to this amendment being accepted, items d) and e) would fall."

Moved by Councillor Bobby McGill. Seconded by Councillor Jim Stalker.

Voting on the Amendment

For the amendment	9 votes
Against the amendment	9 votes

On a division of 9 votes to 9, the amendment was defeated on the casting vote of Provost Tina Murphy.

Voting on the Motion

For the motion	9 votes
Against the motion	9 votes

The motion was carried on the casting vote of the Provost.

Decision

Accordingly, on the casting vote of the Provost (Standing Order 14.4), the Council agreed to:

- a. appoint a new Depute Leader;
- b. appoint a new Depute Provost;
- c. establish a new senior councillor post which has special responsibility for Partnership, Equality & Diversity and to make the necessary consequential amendments to Standing Orders;
- d. appoint an elected member to the role of Portfolio Holder for Partnership, Equality & Diversity;
- e. approve the amendments to the roles which are awarded senior councillor responsibility payments as set out at paragraphs 3.3 and 3.4 of the report.

Appointment of Depute Leader of the Council

The Provost invited nominations for the appointment of Depute Leader of the Council.

Councillor Womersley moved that Councillor Donald Balsillie is appointed as Depute Leader. Seconded by Councillor Craig Holden.

There being no other nominees, the Council agreed to appoint Councillor Donald Balsillie as Depute Leader of the Council.

Appointment of a Depute Provost

The Provost invited nominations for the appointment of a Depute Provost.

Councillor Womersley moved that Councillor Les Sharp is appointed as a Depute Provost. Seconded by Councillor Donald Balsillie.

There being no other nominees, the Council agreed to appoint Councillor Les Sharp as a Depute Provost.

Appointment of Portfolio Holder for Partnership, Equality and Diversity

The Provost invited nominations for the appointment of Portfolio Holder for Partnership, Equality and Diversity.

Councillor Womersley moved that Councillor Craig Holden is appointed as Portfolio Holder for Partnership, Equality and Diversity. Seconded by Councillor Donald Balsillie.

Councillor McGill moved that Councillor Kenneth Earle is appointed as Portfolio Holder for Partnership, Equality and Diversity. Seconded by Councillor Derek Stewart.

The Clerk advised that under Standing Order 14.15 if the number of councillors nominated to be appointed to any office or position to be filled by the Council is higher than the number of vacancies, there will be a vote.

Voting

For Councillor Earle to be elected as Portfolio Holder 9 votes

For Councillor Holden to be elected as Portfolio Holder 9 votes

The Clerk advised that under Standing Order 14.19 if only one vacancy needs to be filled and there are two candidates with an equal number of votes, the appointment will be decided by drawing lots. The Clerk advised the procedure for drawing lots by cutting the cards.

The Director of Finance, as the independent person, was invited forward to open the sealed pack of playing cards; removed the jokers and shuffled the pack of 52 cards 7 times; and placed the cards face down on the table.

The Clerk advised that there is no distinction between suits; aces shall be "high", counting more than any other card; and suggested that the draw be made in alphabetical order.

Councillor Earle and Councillor Holden were invited forward and agreed to cutting the cards in alphabetical order. Councillor Earle cut the cards first and displayed the card to the Chief Executive. Councillor Holden then cut the cards and displayed his card to the Chief Executive.

The Chief Executive announced the outcome:

Councillor Kenneth Earle drew the 9 of spades

Councillor Craig Holden drew the 2 of diamonds

The Council agreed to appoint Councillor Kenneth Earle as Portfolio Holder for Partnership, Equality and Diversity.

Action

Chief Executive

CC.208 AN OVERVIEW OF LOCAL GOVERNMENT IN SCOTLAND 2014

The purpose of the report, submitted by the Chief Executive, was to advise Council of the publication by the Accounts Commission of "An Overview of Local Government in Scotland, 2014", and to bring to Council's attention some of the key messages and recommendations contained in that report.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously to:

- a. note the publication by the Accounts Commission of "An Overview of Local Government in Scotland, 2014", and the key messages and recommendations it contains;
- b. note the high level commentary offered at section 5 of the report;
- c. note that the Overview report will be considered by the Clackmannanshire Alliance at its next meeting; and
- d. encourage all elected members to familiarise themselves with the Overview report, in particular, those matters which relate to elected member training, development, support and conduct.

CC.209 BUDGET STRATEGY UPDATE

The purpose of the report was to maintain Council's regular update on the medium term financial outlook and indicative funding gap. The report also set out the new Budget Challenge process to better align and integrate with "Making Clackmannanshire Better" (MCB) and also submitted for approval the core principles for assessing eligibility for the new Community Development Grants (CDG) approved by Council as part of the 2014/15 Capital Budget.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously to:

1. note the financial outlook set out in paragraphs 3.1 to 3.6 of the report, including information on the implementation of the benefits cap in 2015/16 (Appendix A);
2. note the revised indicative funding gap to 2017/18 of £19.3M (Exhibit 2 of the report) based on the assumptions set out in paragraph 4.2 of the report;
3. note the factors influencing the indicative funding gap since February 2014 (paragraph 4.3 of the report);
4. note the redesigned Budget Challenge process to improve alignment with MCB and further prioritise the Council's medium term sustainability (paragraph 4.8 of the report);
5. agree the core principles to underpin the production of eligibility guidance in respect of Community Development Grants (paragraph 4.11 and Appendix B of the report);
6. note the establishment of the officer Capital Investment Group and associated remit (paragraphs 4.13 and 4.14 of the report);
7. note the Council's forecast outturn (Exhibit 3 of the report) as reported to the Resources and Audit Committee on the 1st May 2014; and

8. note the outcome of the Trade Union ballot on proposed changes to staff Terms and Conditions (Exhibit 4 of the report) and the ongoing work to finalise the implementation date for the change.

Action

Director of Finance and Corporate Services

CC.210 MAKING CLACKMANNANSHIRE BETTER - UPDATE

The report maintained the Council's regular update on the development and implementation of the Council's business transformation programme, Making Clackmannanshire Better (MCB).

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously to:

1. note progress made since the last update report; and
2. note the planned activity in the coming months.

In line with Standing Order 10.25, the meeting adjourned at 12.25 pm.

When the meeting resumed at 12.55 pm, eighteen (18) members remained present.

CC.211 TREASURY MANAGEMENT STRATEGY STATEMENT 2014-2015

The report presented the Council's Treasury Management Strategy Statement for 2014/15.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously to approve the Treasury Management Strategy Statement for 2014/15.

Action

Director of Finance and Corporate Services

CC.212 AMENDMENTS TO STANDING ORDERS

The purpose of the report was to submit to Council revised Standing Orders for approval.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

The Clerk advised that as notice had been given of six amendments to the report, these would be taken in the order they appear in Standing Orders.

Amendment 1

Amendment to Standing Order 9.21 (page 167) at the end add:

"The term no other ward should not apply to issues relating to education where the school catchment covers more than one ward."

Moved by Councillor George Matchett QPM. Seconded by Councillor Jim Stalker.

Voting on the Amendment 1

For the amendment	9 votes
Against the amendment	9 votes

On a division of 9 votes to 9, **Amendment 1 was defeated** on the casting vote of Provost Tina Murphy.

Amendment 2

At 12.1 Agenda Page 173 Line 1

Delete "may" and insert "will"

At 12.2 Agenda Page 273 Line 1

Delete "may" and insert "will".

Moved by Councillor Bobby McGill. Seconded by Councillor Janet Cadenhead.

Voting on the Amendment 2

In terms of Standing Order 14.7, Councillor Bobby McGill asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 18 members present who were eligible to vote. On the roll being called, the members present voted as follows:

For the amendment (10 votes)

Councillor George Matchett, QPM
Councillor Jim Stalker
Councillor Bobby McGill
Councillor Janet Cadenhead
Councillor Kathleen Martin
Councillor Kenneth Earle
Councillor Graham Watt
Councillor Derek Stewart
Councillor Alastair Campbell
Councillor Archie Drummond

Against the amendment (8 votes)

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

On a division of 10 votes to 8, **Amendment 2 was carried.**

Amendment 3

Amendment to Standing Order 13.10 (page 174)

Line 1 delete "Except in exceptional circumstances" and insert "Where possible".
Line 4 delete "meeting" and insert "matter to be discussed".

Moved by Councillor Graham Watt. Seconded by Councillor Derek Stewart.

Voting on the Amendment 3

In terms of Standing Order 14.7, Councillor Janet Cadenhead asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 18 members present who were eligible to vote. On the roll being called, the members present voted as follows:

For the amendment (8 votes)

Councillor George Matchett, QPM
Councillor Jim Stalker
Councillor Bobby McGill
Councillor Janet Cadenhead
Councillor Kathleen Martin
Councillor Kenneth Earle
Councillor Graham Watt
Councillor Derek Stewart

Against the amendment (10 votes)

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

On a division of 8 votes to 10, **Amendment 3 was defeated.**

Amendment 4

Proposed new Standing Order 13.10a (page 174)

"The mover and seconder of a motion cannot move or second an amendment to that motion."

Moved by Councillor Graham Watt. Seconded by Councillor Kenneth Earle.

Voting on the Amendment 4

For the amendment	8 votes
Against the amendment	10 votes

On a division of 8 votes to 10, **Amendment 4 was defeated**

Councillor Walter McAdam MBE withdrew from the meeting at this point in the proceedings (2.00 pm). Seventeen members remained present.

Amendment 5

Standing Order 16.3 (Agenda page 180)

Delete:

16.3 A motion must be directly relevant to matters in respect of which :

- a. we have a power or powers which may be exercised or in respect of which we have a statutory or other lawful duty or duties which we are required to carry out; or
- b. it involves an issue that will have a direct and material or substantive effect on the people of Clackmannanshire.

The Head of Resources and Governance in consultation with the Governance Manager may refuse to accept any notice of motion which (due to any enactment, rule of law or any provision of these standing orders), should not be considered. In these circumstances, the Head of Resources and Governance in consultation with the Governance Manager will (within two working days of receiving the notice of motion) tell the member putting forward the motion of this decision and, if asked to do so, will set out reasons in writing.

Insert:

16.3 Every motion must be relevant to matters within our powers and duties or involve an issue that will affect, or is of interest to the people of Clackmannanshire.

The Head of Resources and Governance in consultation with the Governance Manager may refuse to accept any notice of motion which (due to any enactment, rule of law or any provision of these standing orders), should not be considered. In these circumstances, the Head of Resources and Governance in consultation with the Governance Manager will (within two working days of receiving the notice of motion) tell the member putting forward the motion of this decision and, if asked to do so, will set out reasons in writing.

Moved by Councillor Archie Drummond. Seconded by Councillor Ellen Forson.

Voting on the Amendment 5

For the amendment	10 votes
Against the amendment	5 votes
Abstain from voting	2 abstentions

On a division of 10 votes to 5 with 2 abstentions, **Amendment 5 was carried.**

Amendment 6

Amendment to Standing Order 20.7 (page 184)

Line 3 after "meeting" add "and regardless of circumstances must appear as an item on the agenda of that meeting."

Moved by Councillor Graham Watt. Seconded by Councillor Kenneth Earle.

Voting on the Amendment 6

For the amendment	9 votes
Against the amendment	7 votes
Abstain from voting	1 abstentions

On a division of 9 votes to 7 with 1 abstention, **Amendment 6 was carried.**

Decision

The Council agreed unanimously to approve the motion as amended by Amendments 2, 5 and 6 (as above):

- a. to approve the Standing Orders attached as Appendix 1 to the report which incorporate the changes set out in 4.1 of the report as amended by Amendments 2, 5 and 6;
- b. to agree that in any interim period between adoption of the revised Standing Orders and the post holders for the new posts designated by the new establishment structure being in place any amendment to the Standing Orders referring to the new post holder shall not take effect until such post holder is in place; and
- c. to note that copies of the updated documents as approved by Council will be placed on Members' Portal and circulated within the Council;

Action

Director of Finance and Corporate Services

Under Standing Order 20.7, Councillor Gary Womersley and Councillor Bobby McGill both gave notice of changes to Standing Orders which will be brought to the next meeting of Council.

CC.212**WELFARE REFORM UPDATE**

The report provided an update on the impact of the Welfare Reforms changes both nationally and locally and outlined the actions being undertaken to continue to mitigate the impact on individuals, local communities and the Council.

Motion

That Council agrees the recommendations as set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously to:

- a. note the continued impact of the Welfare Reform changes on residents in Clackmannanshire;
- b. note the forecast impact of the Welfare Reforms on the financial position of Clackmannanshire Council in 2014/15; and
- c. note the actions planned and currently being undertaken to continue to mitigate the impact of welfare changes.

CC.213**SCHOOL HOLIDAY LUNCH CLUBS**

The report provided Council with proposals to provide a scheme for the provision of meals during the summer school holidays over a period of 7 weeks from 30th June 2014 to the 18th August 2014 to children who ordinarily receive free school meals.

Motion

That Council agrees the recommendations as set out in the report.

Moved by Councillor George Matchett QPM. Seconded by Councillor Craig Holden.

Amendment

Amendment to 2.1

- c. agrees in the first instance, to pursue option b in this report and allocates any additional funding required (potentially circa £22,000) from reserves should other funding streams not be secured;
- d. agrees to commence/continue engagement with parents of those children entitled to free school meals in order to further ascertain the potential need and likely take-up of any initiative, together with preferred options of parents;
- e. agrees to continue engagement with potential community partner organisations across Clackmannanshire to seek to ensure the most cost effective delivery by the Council (working in partnership with such potential community partner organisations) through utilisation/modification of such vehicles as are currently run already in order to meet, insofar as possible, the potential need, likely take-up and preferred options as referred to in b) above;
- f. provides an update on progress of the tasks/scoping referred to above at the Council meeting in June.

- g. there is an agreed commitment from Council to pursue School Holiday Lunch Clubs and a further commitment from Council to have the option in place for the start of this years' School Summer Holiday.

Moved by Councillor Ellen Forson. Seconded by Councillor Bobby McGill.

Decision

The Council agreed unanimously to approve the motion as amended:

- a. to note the work which has been undertaken to explore the potential for enhanced partnership working with local good banks and other voluntary organisations to support vulnerable people and families by providing meals during the school holidays to children who ordinarily receive free school meals;
- b. to note the options that have been considered to establish such a provision and that the costs of these options exceeds the £5,000 allocated in the budget in February;
- c. to agree in the first instance, to pursue option b in this report and allocates any additional funding required (potentially circa £22,000) from reserves should other funding streams not be secured;
- d. to agree to commence/continue engagement with parents of those children entitled to free school meals in order to further ascertain the potential need and likely take-up of any initiative, together with preferred options of parents;
- e. to agree to continue engagement with potential community partner organisations across Clackmannanshire to seek to ensure the most cost effective delivery by the Council (working in partnership with such potential community partner organisations) through utilisation/modification of such vehicles as are currently run already in order to meet, insofar as possible, the potential need, likely take-up and preferred options as referred to in b) above;
- f. to provide an update on progress of the tasks/scoping referred to above at the Council meeting in June; and
- g. that there is an agreed commitment from Council to pursue School Holiday Lunch Clubs and a further commitment from Council to have the option in place for the start of this years' School Summer Holiday.

Ends 3.45 pm

Report to: Clackmannanshire Council

Date: 26th June, 2014

Subject: Committee Recommendations Referred to Council

Report by: Chief Executive

1.0 Purpose

- 1.1 The purpose of this report is to seek Council approval of recommendations which have been made by committees during the May - June, 2014 cycle of meetings.
- 1.2 Under the Council's decision-making framework, Council has delegated certain matters to committees and has reserved certain powers. Included in the latter are the approval of main policies and strategies (Scheme of Delegation 3.2), the approval of budgets (Scheme of Delegation 3.19) and the spending money not budgeted for (Scheme of Delegation 3.20).
- 1.3 Standing Order 8.4 requires that where a committee passes a report to Council, the full committee report shall not be included again on the council agenda and that officers should prepare a brief report that refers to the relevant committee report and recommendation(s).

2.0 Recommendations

2.1 It is recommended that Council:

1. from the **Housing, Health and Care Committee** of **22nd May, 2014** in relation to the report entitled "*Housing and Community Safety Service Business Plan 2014-2015*"

- Approves the new three year community safety strategy with delivery plan.

2. from the **Education, Sport and Leisure Committee** of **19th June, 2014** in relation to the report entitled "*Consideration of Petitions re Artwork at Fairfield*"

- Approves the action recommended by the Education, Sport and Leisure Committee following presentation of the two petitions in respect of artwork at Fairfield and consideration of the report by the Head of Education.

3. from the **Education, Sport and Leisure Committee of 19th June, 2014** in relation to the report entitled "*Expansion of Entitlement to 600 Hours Early Learning and Childcare to Two Year Old Children*"

- Approves the amended recommendation as follows:

a) £300k of interim capital funding be allocated from the uncommitted element of the Making Clackmannanshire Better (MCB) Programme.

b) the required capital works at the five properties identified as suitable for the accommodation of two year old children.

c) the reimbursement of the MCB interim funding on receipt of confirmation of allocated capital funds from Scottish Government.

2.2 The minutes and reports relating to these items are available on the Members' Portal.

3.0 Sustainability Implications

NA

4.0 Resource Implications

4.1. *Financial Details*

4.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

4.3. Finance have been consulted and have agreed the financial implications as set out in the report.

4.4. Staffing N/A

5.0 Declarations

5.1 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

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

6.0 Equalities Impact

6.1 N/A

7.0 Legality

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

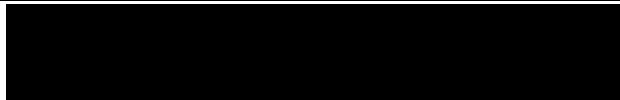
8.0 Appendices

8.1 None

9.0 Background Papers

- a) Housing, Health and Care Committee Agenda of 22nd May, together with Minute
- b) Education, Sport and Leisure Committee Agenda of 19th June, together with Minute

Author(s)

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	

CLACKMANNANSHIRE COUNCIL

Date of Meeting: 26th June, 2014

Subject: Leader's Briefing

1.0 Purpose

1.1 The purpose of this briefing is to inform 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 to June, 2014.

2.0 National Issues Affecting Clackmannanshire

CoSLA

2.1 I attended the CoSLA Leaders' Meeting on 30th May, 2014. Items discussed were:

- Pensions
- Distribution Issues
- Discretionary Housing Payments Funding
- Equally Safe: Scotland's Strategy for Preventing Violence against Women and Girls
- EU Scottish Funds 2014-2020
- Health and Social Care Integration: Regulations and Guidance
- Early Learning and Childcare for Two Year Old Children
- Commission for Developing Scotland's Young Workforce
- Fiscal Empowerment and Financial Framework
- Local Government Settlement 15/16 – Distribution
- High Level Group on Planning/Town Centre First
- Review of CoSLA Constitution

2.2 Associated papers for the meeting have been placed on the members' portal for members to access.

3.0 Partnership Working

3.1 I attended the following **NHS FV meetings/events**:

- 20th May - NHS FV Seminar
- 10th June - Clackmannanshire and Stirling Partnership Board Meeting
- 17th June - NHS Board Meeting

3.2 I attended the **Shared Services Steering Group** on 27th May. Items discussed were:

- Operational and Governance Arrangements
- Health and Social Care Integration
- Shared Services Stock Taking Update

3.3 The **Clackmannanshire Alliance** met on 6th June, 2014, and items discussed were:

- Presentation on MATAC (from Local Community Planning Partnership Leads)
- NESTA Project - Open Source Data Project: Parenting in Clackmannanshire
- Care Inspectorate Report: Services for Children and Young People in Clackmannanshire
- Alcohol and Substance Report
- Account Commission's Overview of Local Government in Scotland
- Next Steps on Joint Resourcing
- Making Clackmannanshire Better:
 - a) Tullibody Pilot
 - b) Target Operating Model for Clackmannanshire
- Clackmannanshire Third Sector Report
- Partnership Team Matters:
 - a) Community Wellbeing Partnership Team Performance Report
 - b) Business, Jobs and Skills Partnership Team Performance Report
- Proposals to Streamline Structures with Stirling CPP
- Future Model for Community Justice in Scotland - draft consultation response

3.4 Associated papers for these meetings have been placed on the members' portal for members to access.

4.0 Staff and Other Visits

4.1 I attended the following events:

- 19th May - Members' Briefing - Local Development Plan
- 21st May - Scrutiny Improvement and Development Workshop
- 27th May - Members' Briefing - Inspection of Children's Services in Clackmannanshire
- 13th June - Fishcross Primary School Summer Fayre
- 23rd June - Members' Briefing - Draft Accounts 2013/14
- The Queen's Baton Relay

4.2 I would be happy to provide additional information on any of the above events.



Councillor Gary Womersley
Leader of the Council
June, 2014

Report to Council

Date of Meeting: 26th June 2014

**Subject: Proposed Clackmannanshire Local Development Plan,
Open Space Strategy and Dollar/Muckhart Conservation
Area Appraisal**

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. The Planning etc. (Scotland) Act 2006 introduced the requirement on planning authorities to produce a new style of development plans to replace the previous Structure and Local Plans. For Clackmannanshire, this means that the Clackmannanshire and Stirling Structure Plan and the Clackmannanshire Local Plan will be replaced by a single tier Clackmannanshire Local Development Plan (LDP).
- 1.2. The Proposed LDP was consulted on between November 2013 and February 2014.
- 1.3. This report is to seek approval of the Council's 'Schedule 4' responses, a proforma response used to submit representations received during the consultation period and the Council's responses to the Directorate of Planning and Environmental Appeals (DPEA). It also describes the process undertaken to date and what will happen once the responses are agreed by Council.
- 1.4. Council Planning Officers have consulted with Members, other Council staff and external agencies before coming to a view on each of the representations and preparing the Schedule 4's which contain any recommendations in response to each representation.
- 1.5. Once approved, the Schedule 4 responses will be forwarded to the DPEA, along with any supporting documents. A Reporter will then consider the issues and prepare a report, the findings of which will be binding on the Council, except in very limited exceptional circumstances. The Council will then have to amend the LDP in accordance with the Reporter's findings and proceed to adopt it.
- 1.6. An Open Space Strategy, Muckhart Conservation Area Appraisal and Environmental Reports were also consulted on. However, representations to these documents do not have to be submitted to the DPEA and can be considered by the Council. Following the Muckhart Conservation Area Appraisal, a Draft Appraisal has been prepared for

Dollar Conservation Area which it is intended to consult on after the summer holidays. A Clackmannanshire and Stirling Forestry and Woodland Strategy has been prepared and consulted on which may form Supplementary Guidance to the Local Development Plan and this will also be reported to Council after the summer.

2.0 Recommendations

2.1. It is recommended that the Council:

- (a) Approve the Schedule 4 responses to the representations received for submission to the Directorate for Planning and Environmental Appeals (DPEA) for consideration by a Reporter or Reporters (provided separately to Members and available electronically).
- (b) Approve the associated Statement of Conformity with Participation Statement (appendix 1).
- (c) Approve the Open Space Strategy subject to minor changes (appendix 2).
- (d) Approve the Muckhart Conservation Area Appraisal subject to minor changes (appendix 3).
- (e) Approve the Draft Dollar Conservation Area Appraisal for consultation (provided separately to Members and available electronically).

3.0 Considerations

Background

- 3.1. The Planning etc (Scotland) Act 2006 requires the preparation of Local Development Plans to provide a robust, plan-led approach to development, setting out a clear, concise, long-term vision for the future development of the area and providing relevant and up to date policy guidance.
- 3.2. LDPs should look to guide the future use and development of land in the area for the next 20 years, and require to be reviewed at least every 5 years. This LDP looks to 2035.

Representations on the Proposed Local Development Plan

- 3.3. The Proposed Local Development Plan represents the Council's position in terms of the policies it wishes to adopt and the sites and projects it wishes to promote and support. It therefore sets out the Council's view of what the adopted Plan should be.
- 3.4. When the Proposed Local Development Plan was published the Council consulted Scottish Ministers, Key Agencies, Community Councils, Local Groups, the public and anyone who commented on the

Main Issues Report. Additionally, all owners, lessees or occupiers of sites identified as proposals within the Proposed Plan as well as owners, lessees or occupiers of land neighbouring the sites included within the Proposed Plan were notified in writing. Any party could comment on the Proposed Local Development Plan, even if they had not previously been involved in the process.

- 3.5. During the representations period, comments could be made on any aspect of the Proposed Local Development Plan, including the Proposed Supplementary Guidance, the Environmental Report, the Habitat Regulations Appraisal, the Action Programme and the Background Report.
- 3.6. The Proposed LDP was consulted on between November 2013 and February 2014. 96 parties made representations and 454 individual points were made. Some of these were objections seeking changes, some were supportive of parts of the Proposed LDP and some were observations/comments.
- 3.7. As objections, or "Unresolved Representations", were received, there are 3 options open to the Council:
 1. **Decide not to make 'notifiable modifications'** (i.e. make no significant modifications, only non-notifiable modifications such as minor wording or typographical changes) publish the plan, and submit it to Scottish Ministers;
 2. **Decide to make 'notifiable modifications'** (those that add, remove or significantly alter any policy or proposal in the plan) publish the Proposed Local Development Plan as modified – i.e. not just a list of the modifications. The making of 'notifiable modifications' brings with it a further opportunity to make representations on any element of the plan, not just the proposed modifications, and can cause significant delay to the Plan process. It should only be undertaken when the Council is proposing to make significant changes to the LDP. Owners and neighbours of proposed sites will require to be notified. or
 3. **Decide to make modifications that change the underlying aims or strategy of the Proposed Plan** prepare a new Proposed LDP, followed by publication and notification requirements, including notifying the owners, lessees and occupiers of all sites specifically proposed in the plan to be developed, and the neighbour notification of the owners, lessees and occupiers of the neighbouring land. If it is the case that the proposed modifications change the underlying aims or strategy of the Proposed Local Development Plan, the Council will be required to prepare and publish a new Proposed Local Development Plan which would significantly delay the adoption of the Plan.
- 3.8. From the Proposed Plan stage, Scottish Ministers expect an authority's priority to be to progress to adoption as quickly as possible. Pre-Examination negotiations and notifiable modifications can cause significant delay and so should not be undertaken as a matter of course, but only where the authority is minded to make significant changes to the plan. However, if authorities do wish to support a significant change to the plan, this should be done by pre-Examination modification, as set out in option 2 above. The Examination also

provides an opportunity to change the plan, so if authorities see merit in a representation they may say so in their response to the Reporter, and leave them to make appropriate recommendations. It is considered that this is the most efficient and effective way to address many of the minor modifications that were requested.

Examination

- 3.9. Any outstanding representations to the Proposed Local Development Plan which cannot be resolved will require to be considered through an Examination of the Local Development Plan. Responsibility for arranging and conducting any such Examination falls to the Directorate for Planning and Environmental Appeals (DPEA) and would be likely to commence in September 2014. The DPEA will appoint a Reporter, following receipt of the documentation in July, who will lead the Examination and they will determine how representations will be considered, either through written submissions, hearings, inquiry sessions, or a combination of these methods.
- 3.10. Once the Examination is complete, the Reporter will prepare a report setting out their findings and giving reasons for their conclusions. In a change to the previous Inquiry process, where planning authorities could choose not to accept a Reporter's recommendation if they felt there was good reason, Examination reports are now binding on the planning authority in all but a very limited number of exceptional cases.
- 3.11. Should the Reporter recommend changes to the Proposed Local Development Plan following the Examination, the Council will be required to modify the Plan and publish it. It will also be necessary to publish public notices advertising the Council's intention to adopt the Modified Plan.
- 3.12. Within 4 weeks of publishing the Modified Plan, the Council is required to adopt the Plan and publish a post-adoption Strategic Environmental Assessment Statement.

'Schedule 4' Responses

- 3.13. The representations have been grouped into 59 topics, based on the sections within the LDP, each of which will be the subject of a Schedule 4. 11 other topics relate to either the Environmental Report, Supplementary Guidance, the Open Space Strategy or the Muckhart Conservation Area Appraisal and therefore do not require to be recorded in Schedule 4's.
- 3.14. 6 Schedule 4's include only comments or observations and do not request any changes to the LDP, therefore do not need to be considered any further. They will, however, be submitted to the DPEA for information. The topics which these cover are listed below.
 - 10. Area Statements - General**
 - 12. Creating Sustainable Communities Chapter - General**
 - 24. Water and Drainage Infrastructure**
 - 27. Employment and Prosperity - General**

31. Environmental Assets - General
40. Clackmannan Sites and Proposals

- 3.15. A number of the representations included requests for minor wording changes or updating of references to refer to events and publications which had taken place following approval of the LDP for consultation and which Officers feel are not unreasonable requests. Where these are considered to be of a minor nature it is proposed to note in such instances in the Schedule 4 responses that "*Should the Reporter be minded to accept [the proposed change], this could be amended accordingly.*". The ultimate decision therefore rests with Reporter and the Council has not proposed any notifiable modifications which would necessitate re-consulting on the amended Proposed LDP.
- 3.16. 53 Schedule 4's requested changes to the LDP and of these, it was considered that the minor changes suggested would be acceptable, subject to the Reporter's direction, in whole or in part for 22 of the Schedule 4's, listed below.
2. **Introduction and Context** in response to representations from sportscotland and Scottish Natural Heritage.
 4. **Strategic Objectives** in response to representations from Halliday Fraser Munro, sportscotland and the RSPB.
 7. **Forth Area Statement in response** to representation from the RSPB, however a representation from Colliers for Mactaggart and Mickel Homes Ltd. opposing the extension to the greenbelt east of Clackmannan, and allocating a residential development site was not accepted.
 16. **Maintaining a Housing Land Supply** in response to representation from Scottish Government.
 17. **Affordable Housing** in response to representation from Homes for Scotland.
 18. **Layout and Design Principles** in response to representation from the Forestry Commission.
 20. **Developer Contributions** in response to representations from Homes for Scotland and Network Rail.
 23. **Energy** in response to representations from SEPA and Scottish Natural Heritage, however a representation from Muckhart Community Council objecting to the designation of the area between Muckhart and Dollar as an area of search for wind energy until a review of SLA boundaries has been undertaken was not accepted.
 28. **Telecommunications Development** in response to representation from the Mobile Operators Association.
 29. **Minerals** in response to representations from SEPA. SEPA's support of the policy provision in respect of Coal Bed Methane was noted, however their suggestion that the Council gives consideration to extending the scope of the Policy to other forms of Unconventional Gas extraction was not accepted, pending further national policy guidance.
 30. **Retail and Town Centres** in response to representations from Jigsaw Planning for Asda Stores and John Handley for CBRE Lionbrook Property Fund.

34. **The Natural Environment - Managing Flood Risk** in response to representations from SEPA, RSPB and sportscotland.
 36. **The Built Environment** in response to representation from Historic Scotland.
 37. **Alloa Sites and Proposals** in response to representations from Historic Scotland, SEPA and Scottish Natural Heritage, however SEPA's recommendation that the number of units proposed at various sites across the Council area be reduced in light of concerns regarding flood risk was not accepted. Variations to site capacities may be necessary following detailed flood risk assessments.
 41. **Forth - Rural and Area Wide Sites and Proposals** in response to representations from Historic Scotland, Scottish Natural Heritage and Susan Lucey.
 43. **Alva Sites and Proposals** in response to representations from Sandra Rees and Alva Community Council.
 44. **Tillicoultry and Coalsnaughton Sites and Proposals** in response to representation from SEPA.
 45. **Dollar Sites and Proposals** in response to representation from Harviestoun and AWG.
 47. **East Ochils - Rural and Area Wide Sites and Proposals** in response to representations from Historic Scotland, Mike Day, Ewan Jack and Keith Duncan.
 49. **Glossary** in response to representations from Alloa Congregation of Jehovah's Witnesses.
 59. **Action Programme** in response to representations from Scottish Natural Heritage.
 60. **LDP Habitats Regulation Assessment** to reflect other minor modifications.
- 3.17. For the remaining 31 Schedule 4's it was considered that the changes requested were not acceptable and no changes are therefore proposed to the LDP. These are listed below.
3. **Vision Statement**
 5. **Spatial Strategy**
 6. **Table 1 Area Characteristics and LDP Aims**
 8. **West Ochils Area Statement**
 9. **East Ochils Area Statement**
 11. **Alva Comments - non-site or policy specific**
 13. **Housing Land Supply**
 14. **Affordable and Particular Needs Housing**
 15. **Layout and Design Principles**
Homes for Scotland requested deletion of reference to the incorporation of Low and Zero Carbon Generating Technologies, however this was not accepted.
 19. **Energy Efficiency and Low Carbon Development**
 21. **Education, Community Facilities and Open Spaces**
 22. **Transport**
 25. **Pipeline and Hazard Consultation Zones**
 26. **Development in the Countryside and the Rural Economy**
 32. **Clackmannanshire Green Network**
 33. **The Natural Environment**
 35. **Protecting Environmental Resources**

- 38. **Sauchie Sites and Proposals**
- 39. **Tullibody, Cambus and Glenochil Sites and Proposals**
- 42. **Menstrie Sites and Proposals**
- 46. **Muckhart Sites and Proposals**
- 48. **Appendix EA1**

9 of these 31 Schedule 4's were for where new sites had been proposed, 8 residential and 1 business, however it is not proposed to allocate any of the sites in the LDP as they are not required in order to meet the housing land targets and many are constrained through green belt designations, flooding, etc. The sites are listed below.

- 50. **Lornshill Farm, Alloa (residential)**
- 51. **South of Alva (residential)**
- 52. **Newrowhead, Dollarbeg (residential)**
- 53. **South of Coalsnaughton (residential)**
- 54. **Meadowend Farm, Clackmannan (residential)**
- 55. **Bridgend, Blackgrange Road, south of the A907 (business)**
- 56. **Dollarfield, Dollar (residential)**
- 57. **Chapelhill Farm, Clackmannan (residential)**
- 58. **Burnside, Clackmannan (residential)**

Participation Statement

- 3.18. The latest Development Plan Scheme, which is updated every year, tracks the progress of the LDP and includes a Participation Statement highlighting the consultation carried out to date, and detailing the consultation for the Proposed Local Development Plan. A 'Statement of Conformity with the Participation Statement' is required to be submitted along with the Schedule 4's - Appendix 1.

Associated LDP Documents

- 3.19. The associated documents below were produced along with, or shortly after the Proposed LDP and consulted on.
- 3.20. An **Action Programme**, which sets out how the Council proposes to implement the Plan, including the identification of responsible persons or organisations and timescales. The Action Programme will be reviewed after two years.
- 3.21. A **Strategic Environmental Assessment (SEA)** which considers the likely environmental impacts of the LDP; and recommends measures to address them. A description of the SEA activity undertaken so far can be found in the background papers. The environmental implications of each policy, and any relevant mitigation measures proposed, are described after each policy in the Plan.
- 3.22. A **Habitat Regulations Appraisal (HRA)** which considers what implications the Plan may have on Natura sites. The LDP can only be adopted once the HRA and appropriate assessment have demonstrated that the Plan will not adversely affect the integrity of any of the sites assessed.

- 3.23. An **Open Space Strategy** has been developed in order to provide a coordinated, strategic and long term approach to the provision and management of high quality, accessible open spaces. The Open Space Strategy and the LDP are closely linked in a number of areas and have therefore been progressed concurrently, and both documents were published for comments and consultation at the same time. Comments received have been considered in preparing the finalised Strategy which is being reported back to Council for final approval. A **Strategic Environmental Assessment** (SEA) has also been produced which considers the likely environmental impacts of the Open Space Strategy; and recommends measures to address them.
- 3.24. During consultation on the Open Space Strategy, representations were received from sportscotland and Scottish Natural Heritage. The comments, responses and proposed amendments are summarised in appendix 2.
- 3.25. The **Muckhart Conservation Area Appraisal** identifies enhancements and will be used to inform development proposals. It will form the basis of Appraisals of all of the other Conservation Areas, which will be undertaken during the period of the LDP. During consultation, two of the issues raised were text errors, which it is proposed to amend prior to final publication of the document. The remaining four issues related to text which was requested to be altered. Following discussion with the Scottish Civic Trust, it was not considered that the suggested changes were appropriate to the Appraisal and they are therefore not supported. The comments and responses are summarised in appendix 3.
- 3.26. The Council commissioned the Scottish Civic Trust, as an independent conservation body, to undertake a consultation **Draft Dollar Conservation Area Character Appraisal**. The appraisal process seeks to:
- Define the special interest of the conservation area;
 - Identify issues which threaten the special qualities of the conservation area;
 - Provide guidelines to prevent harm and assist in the enhancement of conservation area; and
 - Provide the Council with a tool to inform planning practice and policies for the conservation area.
- The Trust undertook the appraisal in January/February 2014 through a site survey and public consultation, through a walkabout and workshop, as well as a leaflet drop to properties in the conservation area, the feedback from which informed the draft appraisal. Analysis within the appraisal includes historic development, topography, built form and character, views, open spaces, landmarks as well as key buildings and groups. Public feedback will be sought on the Draft Appraisal prior to reporting back to Council.

Supplementary Guidance

- 3.27. Supplementary Guidance can be adopted and issued in connection with the LDP and form part of the development plan. Topics covered by supplementary guidance must be specifically identified in the LDP and

the guidance must be limited to the provision of further information or detail in respect of the policies contained within the LDP.

- 3.28. Seven pieces of Supplementary Guidance were produced and consulted on along with the Proposed LDP:
- SG1 - Developer Contributions
 - SG2 - Onshore Wind Energy
 - SG3 - Placemaking
 - SG4 - Water
 - SG5 - Affordable Housing
 - SG6 - Green Infrastructure
 - SG7 - Energy Efficiency and Low Carbon Development
- 3.29. Depending on what changes may be made to the LDP, the Council can consider the comments received on the Supplementary Guidance and adopt it as statutory guidance. Although Supplementary Guidance is not required to be considered by a Reporter, the Council must ensure that the Scottish Government are happy for it to be adopted as statutory guidance.
- 3.30. Future Supplementary Guidance is expected to include Minerals, Woodlands and Forestry and Domestic Developments.

4.0 Sustainability Implications

- 4.1. The Planning etc (Scotland) Act 2006 requires planning authorities to carry out their development planning functions with the objective of contributing to sustainable development. The Policies within the Proposed Plan, and the Supplementary Guidance support the promotion of sustainability in development proposals, including green travel, encouraging improved biodiversity, the siting and layout of new development, energy efficiency, renewable energy, encouraging development of brownfield land and avoiding areas of known flood risk.
- 4.2. The Proposed LDP has been subject to a Strategic Environment Assessment and Habitat Regulations Appraisal, see 3.21 and 3.22 above.

5.0 Resource Implications

- 5.1. The resources for preparing the Proposed Local Development Plan and the associated costs of the Examination are already provided for in the Development Services budget.
- 5.2. Finance have been consulted and have agreed the financial implications as set out in the report.
Yes
- 5.3. No additional staff resources would be required from Services to Communities and Support Services.

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below)
No

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 checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input checked="" 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 checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

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

The Proposed Local Development Plan accords with and supports the Council's key strategies including, the Single Outcome Agreement, the Local Housing Strategy, Local Transport Strategies, Open Space Strategy and the Sustainability and Climate Change Strategy.

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

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

10.0 Appendices

10.1 Please list any appendices attached to this report.

Appendix 1	Statement of Conformity with Participation Statement
Appendix 2	Open Space Strategy Comments and Proposed Responses
Appendix 3	Muckhart Conservation Area Appraisal Comments and Proposed Responses

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

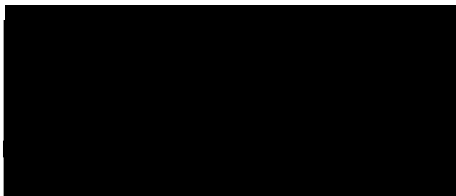
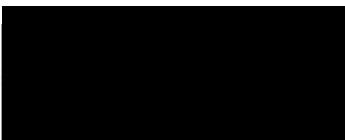
- Clackmannanshire Proposed Local Development Plan Schedule 4's
- Draft Dollar Conservation Area Appraisal (March 2014)
- Clackmannanshire Proposed Local Development Plan (November 2013)
- Local Development Plan and Supplementary Guidance Strategic Environmental Assessment Environmental Report (October 2013)
- Local Development Plan Habitat Regulations Appraisal (October 2013)
- Open Space Strategy (Consultation Draft, November 2013)
- Open Space Strategy Strategic Environmental Assessment Environmental Report (October 2013)
- Action Programme (November 2013)
- Local Development Plan Main Issues Report (January 2011)
- Equalities Impact Assessment (November 2013)
- Local Development Plan Main Issues Report Information Pack (January 2011)
- Report to Council dated 16th December 2010 – Clackmannanshire Local Development Plan Main Issues Report and Open Space Framework

- Report to Enterprise and Environment Committee dated 28th March 2013 – Proposed Clackmannanshire Local Development Plan
- Report to Planning Committee dated 11th April 2013 – Proposed Clackmannanshire Local Development Plan
- Report to Education, Sport and Leisure Committee dated 25th April 2013 – Proposed Clackmannanshire Local Development Plan
- Report to Housing, Health and Care Committee dated 23rd May 2013 – Proposed Clackmannanshire Local Development Plan
- Report to Council dated 24th October 2013 - Proposed Clackmannanshire Local Development Plan, Open Space Strategy and associated documents
- Development Plan Scheme and Participation Statement (September 2013)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Graeme Finlay	Principal Planner	2643

Approved by

NAME	DESIGNATION	SIGNATURE
Julie Hamilton	Development Services Manager	
Garry Dallas	Director of Services to Communities	

Appendix 1 - Clackmannanshire Proposed Local Development Plan - Statement of Conformity with Participation Statement

1. Introduction

This Statement of conformity has been prepared to meet the terms of Part 2 Section 18 (4) (a) (i) and Section 19 (4) of the Planning etc. (Scotland) Act 2006 which requires planning authorities to submit a report (i) outlining the extent to which they have consulted with and involved the wider public in preparing the Proposed Local Development Plan; and (ii) how this consultation conforms with the intentions outlined in the 'Participation Statement' contained in section 5 of the current Development Plan Scheme (Issue 5 - September 2013).

2. Proposed Plan Stage - Extract from Development Plan Scheme (actions shown in *italics*)

Phase of Plan	Consultees	Contents/Information	Consultation Method	Timescales
Proposed Plan, Action Programme, Report of Conformity and Participation Statement	<p>Key Agencies Scottish Ministers Any party who commented on the MIR Occupiers and Neighbours of certain proposal sites</p> <ul style="list-style-type: none"> <i>Mailing list of 385 key agencies, national bodies, local groups and companies, companies and consultants, neighbouring authorities and those who had previously responded to the Main Issues Report, as well as 2635 occupiers and neighbours of proposal sites. Due to the volume of letters, some neighbours of sites did not receive their letter until after the 2 drop-in events had passed. Those who called or e-mailed were offered a meeting, however most were happy to discuss issues over the phone or receive an e-mail response. As the Consultation Period was extended, any late notification did not impact on parties having the statutory 6 week period for responding to</i> 	<p>Proposed Plan Representations and subsequent modifications could lead to a Modified Plan if notifiable modifications are proposed, or a new Proposed Plan where changes are proposed to the underlying aims or strategy.</p>	<p>Publicity Information posters and displays in public buildings.</p> <ul style="list-style-type: none"> <i>Posters displayed across the Council area (appendix 1).</i> <p>Press releases.</p> <ul style="list-style-type: none"> <i>Copy of press release (appendix 2).</i> <p>Inclusion in the Council's weekly Development Services Bulletin.</p> <ul style="list-style-type: none"> <i>Included in Bulletin dated 15/11/13 (appendix 3).</i> <p>Inclusion in 'Grapevine', the Council's staff newsletter.</p> <ul style="list-style-type: none"> <i>The Council's dedicated staff newsletter in November was solely focussed on information regarding the consolidation of a number of Council offices into one office and did not include any other content. The next edition was in mid-December, after the events had taken place, and it was therefore decided not to include any further information in that edition. An article did go in the autumn 2013 edition of the Council's newspaper "Clackmannanshire View", which is delivered to all households four times a year (appendix 4).</i> <p>Online promotion through the Council's website and inclusion in the Council's</p>	<p>6 week statutory period for representations to be made. <i>Representation period was extended to 8 weeks as it fell over the Christmas and New Year period and the statutory 6 week period did not fit in well with some Community Council's meeting schedules. Dollar community were allowed until late February to make their representations to allow the results of a Community Masterplanning exercise organised by the Community Council, which was ongoing during January/February, to be considered and incorporated into responses. All other Community Councils were contacted to offer an extension if required.</i></p>

	<i>the Proposed LDP.</i>		<p>online 'Consultation Database'.</p> <ul style="list-style-type: none"> • <i>Opportunities to comment through the Council's website included through the Online Local Development Plan portal, the Council's "Citizen Space" consultation package and an online representation form which could be filled in and e-mail in electronically or by hand. All of these methods were used by parties to submit representations.</i> <p>"Piggybacking" publicity and consultation with other Council consultations.</p> <ul style="list-style-type: none"> • <i>Attended Sauchie Open Day 09/11/13</i> <p>Targeted Meetings</p> <p>2 drop-in events, one in Alloa and one in the Hillfoots.</p> <ul style="list-style-type: none"> • <i>ALLOA TOWN HALL - Wednesday 27th November 3pm to 8pm</i> • <i>DEVONVALE HALL - Saturday 30th November, 10am to 1pm</i> <p>Presentations to specific groups on request.</p> <ul style="list-style-type: none"> • <i>Disability Awareness Group 21/01/14</i> <p>Meetings with Community Councils on request.</p> <ul style="list-style-type: none"> • <i>Alva Community Council 13/01/14</i> • <i>Tillicoultry and Coalsnaughton Community Council 14/01/14</i> • <i>Alloa Community Council 27/01/14</i> • <i>Sauchie and Fishcross Community Council on 10/02/14</i> 	
Revised Environmental Report/Appropriate Assessment		Update of the Draft Environmental Report having considered issues raised at the Draft stage.	<ul style="list-style-type: none"> • <i>As above plus SEA Gateway.</i> 	

Appendix 1a - Information Poster

Clackmannanshire Local Development Plan Consultation

The proposed Plan is open for public consideration and written representations can be submitted from Friday 15th November 2013 to 5pm Friday 10th January 2014.

A Representation Form and all related documents and information are available on our website www.clacksweb.org.uk or by using our Online Local Development Plan pages, or in hard copy at the venues listed below:

- ❖ Kilncraigs, Greenside Street, Alloa: 9am - 5pm, Monday to Friday
- ❖ Local libraries during normal opening hours

Alternatively a completed Representation Form can be emailed to devplan@clacks.gov.uk

Community Engagement Events


Alloa Town Hall - Wednesday 27th November 3pm to 8pm
Devonvale Hall - Saturday 30th November 10am to 1pm

These are open events for everyone. You can come along and speak to someone about any planning and related concerns on the Proposed Local Development Plan or to generally help become more informed. Agencies and interested parties in attendance will include amongst others:

- ❖ Central Scotland Green Network
- ❖ Council's Home Energy Team, Housing Services, Roads and Transportation
- ❖ Ochils Landscape Partnership
- ❖ Inner Forth Landscape Initiative (27th only)

PUBLIC CONSULTATIONS

At the same time we are consulting from Friday 15th November 2013 on a number of related supporting documents and statements. Full details are available on ClacksWeb, at Kilncraigs reception, and in your local library and any comments or views may be submitted using the Consultation Form by 5pm Friday 10th January 2014. The forms are available in the same way as the Local Development Plan information.

 **Clackmannanshire Council**
www.clacksweb.org.uk

Appendix 1b - Copy of Press Release

News release



Have your say on future development in Clackmannanshire

24th October 2013

An 8 week period of representations has kicked off following the approval of the Proposed Local Development Plan (LDP) for Clackmannanshire at today's Council meeting.

Local Development Plans provide a robust, plan-led approach to land use planning and development, setting out a clear, concise, long-term vision for the future development of an area and providing relevant and up to date policy guidance.

The Proposed LDP represents the Council's position in terms of the policies it wishes to adopt and the sites and projects it wishes to promote and support. It looks to guide the future use and development of land in the area for the next 20 years, and requires to be reviewed at least every 5 years.

The Proposed LDP follows on from consultation on a Main Issues Report (MIR) in early 2011. This was the first major step in the LDP process and the first stage of public involvement in its preparation, when the public, internal and external partners including statutory consultees, key agencies, local communities, developers, landowners, businesses and Elected Members had the greatest opportunity to be involved and influence the preparation and content of the Proposed LDP.

Alongside the Main Issues Report, the Council also consulted on an Open Space Framework which sought opinions on key topics including woodland; allotments and food production; accessibility to open space; management and maintenance of open space; and habitat networks. An Open Space Audit and Strategy has been developed in order to provide a coordinated, strategic and long term approach to the provision and management of high quality, accessible open spaces and this is being consulted on at the same time as the Proposed

Appendix 1c - Extract from Services to Communities Bulletin 15/11/13

(c) Development Plan & Sustainability

The Council has prepared the CLACKMANNANSHIRE PROPOSED LOCAL DEVELOPMENT PLAN (LDP) and associated documents.

Consultation on other LDP related documents

At the same time as representations are being sought on the Proposed Local Development Plan, the Council are also consulting on the related documents listed below.

Apart from the Muckhart Conservation Area Appraisal, the documents have been subject to strategic environmental assessment. Environmental Reports have been prepared, setting out any likely significant environmental impacts and proposing measures to avoid, reduce, mitigate or offset any adverse impacts, and also identifying matters in enhancing any positive impacts.

Any comments or views should be submitted, whenever possible, using the **Representation Form** designed for the purpose, clearly indicating which

Council offices. Events to promote the Proposed LDP will also be run during the representation period.

Enterprise and Environment Convenor, Councillor Donald Balsillie said: "Local people are very passionate and proud of their area and Clackmannanshire in general. Your feedback will help us to ensure future developments in Clackmannanshire are sustainable and positive."

Following the conclusion of the period for representations, the Council will need to take a view on each representation and prepare a response. Any outstanding representations which cannot be resolved will require to be considered through an Examination led by a Reporter appointed by the Scottish Government. Once the Examination is complete, the Reporter will prepare a report setting out their findings and giving reasons for their conclusions. The Council will then be required to amend the LDP in line with the findings of the Report, in all but very limited exceptional circumstances. The Council will then have to amend the LDP in accordance with the Reporter's findings and proceed to adopt it.

ENDS

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CLACKMANNANSHIRE COUNCIL
Greenfield, Alloa, Scotland, FK10 2AD
Telephone: 01259 450000 Fax: 01259 452230

Appendix 4 - VIEW Article Autumn 2013

will be open to public consideration and written representation from Friday 15th November 2013 to Friday 10th January 2014. Written representations must be submitted no later than 5pm on 10th January.

Two community engagement events are arranged to provide information and advice at:

1. ALLOA TOWN HALL - Wednesday 27th November 3pm to 8pm
2. DEVONVALE HALL - Saturday 30th November, 10am to 1pm

These are open events for everyone. You are invited to come along and discuss any aspect of the Proposed LDP or find out more information about the process or associated documents. Other agencies and interested parties will be in attendance at these events offering advice and answering questions on a range of subjects. Those attending include:

- o Central Scotland Green Network
- o Clackmannanshire Council's Home Energy Team, Housing Services and Roads and Transportation
- o Ochils Landscape Partnership
- o Inner Forth Landscape Initiative (27th only)

Written representations to the Proposed LDP should be made on the **Representation Form** whenever possible. The form and all related documents and information are available at the venues listed below:

- o Clackmannanshire Council, Development and Regulatory Services, Kilncraigs, Greenside Street, Alloa: between 9am - 5pm, Monday to Friday.
- o Clackmannanshire libraries during normal opening hours.

The information is also available on the Clackmannanshire Council website www.clacksweb.org.uk, where you can also complete an on-line form or submit representations using the On-line Local Development Plan pages. Alternatively, completed Representation Forms can be e-mailed to devplan@clacks.gov.uk.

document they relate to. The forms are available in hard copy at the venues given above, Kilncraigs and libraries, or using the Council website.

Proposed Local Development Plan

1. Proposed LDP Action Programme
2. Proposed LDP Environmental Report.
3. Draft Habitat Regulations Appraisal

Supplementary Guidance

4. SG1 - Developer Contributions
5. SG2 - Onshore Wind Energy
6. SG3 - Placemaking
7. SG4 - Water
8. SG5 - Affordable Housing
9. SG6 - Green Infrastructure
10. SG7 - Energy Efficiency and Low Carbon Development

Open Space Strategy

11. Open Space Strategy
12. Open Space Strategy Environmental Report

Conservation Areas

13. Muckhart Conservation Area Appraisal

DRAFT

Appendix 1e - Copy of Statutory Advertisement

CLACKMANNANSHIRE COUNCIL

TOWN AND COUNTRY PLANNING (SCOTLAND) ACT 1997 AS AMENDED

CLACKMANNANSHIRE LOCAL DEVELOPMENT PLAN

PUBLICATION OF PROPOSED LOCAL DEVELOPMENT PLAN

The Plan & Where to Read It

Clackmannanshire Council has prepared the Clackmannanshire Proposed Local Development Plan, and associated documents, which can be inspected free of charge between Friday 15th November 2013 and Friday 10th January 2014, during normal opening hours at the following locations:

- Public libraries throughout Clackmannanshire (a full list is available via: <http://www.clacksweb.org.uk/culture/libraries>)
- Clackmannanshire Council office at Kilncraigs, Greenside Street, Alloa, FK10 1EB.
- The Plan can also be viewed online at www.clacksweb.org.uk.

Content & Purpose

The Proposed Local Development Plan (LDP) provides a robust, plan-led approach to land use planning and development, setting out a clear, concise, long-term vision for the future development of an area and providing relevant and up to date policy guidance.

It represents the Council's position in terms of the policies it wishes to adopt and the sites and projects it wishes to promote and support. It looks to guide the future use and development of land in the area for the next 20 years, and requires to be reviewed at least every 5 years.

Further Information

If you require further information on the Proposed Local Development Plan, or any of the associated documents, please telephone 01259 452643 and ask to speak to a member of the Development Plans Team or e-mail devplan@clacks.gov.uk.

Alternatively, you can meet a member of the Team in person by attending one of the following public events:

- ALLOA TOWN HALL - Wednesday 27th November 3pm to 8pm
- DEVONVALE HALL - Saturday 30th November, 10am to 1pm

If you are a member of a community group who would like the Development Plans Team to come and discuss the Proposed Local Development Plan with your group, please contact us with details of when you would like to meet with us and if there is a particular topic you would like to discuss as soon as possible and we will endeavour to meet your request.

How & By When to Make Comment

If you wish to make any comments (the formal term is a “representation”) on the Proposed Local Development Plan, response forms are available at www.clacksweb.org.uk. Comments **must be received by 5pm on Friday 10th January 2014** via:

Post to: Julie Hamilton
Development Services Manager
Clackmannanshire Council
Services to Communities
Kilncraigs
Greenside Street
Alloa
FK10 1EB

E-mail to: devplan@clacks.gov.uk

Online at: www.clacksweb.org.uk

Garry Dallas
Director
Services to Communities

APPENDIX 2 - OPEN SPACE STRATEGY COMMENTS AND PROPOSED RESPONSES

sportscotland

Representation

Request modifications to make reference to the findings of the Clackmannanshire Sport and Active Recreation Facilities Strategy produced in 2008.

Response

- Proposed to insert reference to this Strategy into Chapter 3.

Representation

Request modifications to Chapter 8 to include a standard for sports provision.

Response

- Provision is good, but issues of quality and accessibility need to be addressed and a standard could be added for Sport provision to aim for. If the Council were minded to introduce a standard relating to Sports Provision, would recommend the following: Clackmannanshire Recommended Standard for Quality: Minimum Score for Pitch Quality Assessment 55% (Average) Having looked at the analysis this should be achievable by minor changes in pitch location, grass maintenance, white lining, etc.

Representation

Request clarification of what is meant when the paragraph 6.13.7 states that the Land Asset Management Plan will give more detail on how this will be implemented, but there is no indication as to what this refers.

Response

- Reference to the Land Asset Management Plan in Paragraph 6.13.7 refers to drainage improvements in the sports pitches and how this will be taken forward. The purpose of the Land Asset Management Plan is to ensure that the Council's land assets are managed and utilised in a systematic, strategic and corporate manner, consistent with the Council's overall aims, priorities and objectives.

Representation

sportscotland can contribute to the preparation of a Pitch and Facilities Strategy, as well as provide a financial contribution to the costs of its preparation if a consultant is appointed to prepare it.

Response

- Noted.

Scottish Natural Heritage

Representation

Request more detailed information in Chapter 7 (Area Profiles) section.

Response

- More detail can be added into this Chapter if necessary.

Representation

Happy with, and agree with, the Environmental Report.

Response

- Noted.

APPENDIX 3 - MUCKHART CONSERVATION AREA APPRAISAL COMMENTS AND PROPOSED RESPONSES

Muckhart Community Council

Representation

Chapter 5 - Map Analysis Section 5.3 - Views and Approaches. The arrow for view 9 is in the wrong position on the map. It should point along Kirkhill from the A91 whereas on the map it is between two properties – Viewfield and Hillview.

Response

- The map will be altered correcting the alignment of view 9 arrow.

Representation

Chapter 8 - Sensitivity Analysis. In section 8.2 we would wish to see the phrase “*character and appearance*” rather than just “*character*”. This reflects the terminology found in Scottish Government documents on Conservation Areas. Also in section 8.2 we have concerns that a contradiction may have emerged between the statement that “*It [new development] should respect and reinforce the historic linear development pattern which is an essential element of the conservation area...*” and the position of the Proposed Local Development Plan housing site H48. Whilst we welcome the wish that any additional housing should respect the linear nature of the conservation area, we find it difficult to see how that can be achieved if site H48 remains as the preferred housing site for Muckhart. Nevertheless if and when site H48 is developed it will be important to minimise as far as possible any visual damage to the linear nature of the conservation area.

Response

- Chapter Sensitivity Analysis Section 8.2. The first paragraph is concerned with the rural setting of the conservation area and the importance of the retention of its setting in the landscape. It is considered that the appearance of the conservation area is not of relevance in this context and it would not be appropriate to introduce ‘*character and appearance*’ in to the this section of the Appraisal. **Therefore, no changes are proposed to the Conservation Area Appraisal text.**
- Chapter Sensitivity Analysis Section 8.2. The second paragraph is considering the relationship of the conservation area to the identified LDP site H48 and the approach to its potential development to retain the setting of the conservation area. It is considered that the statement “*It should respect and reinforce the historic linear development pattern which is an essential element of the conservation area...*” is an appropriate approach to highlight to ensure that the development of H48 is designed in such a manner to respect and enhance the setting of the conservation area and is not contradictory. **Therefore, no changes are proposed to the Conservation Area Appraisal text.**

Representation

Chapter 9 - Opportunities for Preservation & Enhancement - Section 9.4. The map dealing with the existing and proposed conservation area boundaries is to be found on page 18, not 16 as stated in the text.

Response

- It is acknowledged that page reference is wrong and this will be rectified.

Representation

Section 9.4 Boundary Review. Following discussions within the community and with the landowner, we propose that the significant treed area at the north east corner of Conservation Area, adjacent to Woodacre and Birkhill, is included in the Conservation Area and the boundary changed accordingly. Furthermore as proposed in the Muckhart Community Council response to the Local Development Plan, we believe that this same treed area should be removed from site H48.

Response

- The conservation area was designated for its historic linear form and the proposed area for extension does not contribute to this development form. These trees as with others outwith the margins of the conservation area have a role in the setting of the conservation area. However as they are at a distance from the spine of the conservation area and not directly related to a property within the conservation area - as per the tree bank to the rear of Muckhart Inn, Hillview and Viewfield - it is not considered that the area should be included in an extended conservation area. The inclusion of this area within the H48 development site offers the opportunity to incorporate it into the greenspace provision for the development and enhance the setting of the conservation area. **Therefore, no changes are proposed to the Conservation Area Appraisal text.**

Catherine MacDonald

Representation

Section 1.3 - Methodology. The Methodology section fails to note the role of the Council in arranging for the Appraisal and also its role in reviewing and editing the text. For good governance purposes it is important that the Council's role and input in the production of the document are recognized.

Response

- While the document builds on previous consultations undertaken by the Council with the community, it is not considered that there is a need for the text in 1.3 to be expanded in this regard. **Therefore, no changes are proposed to the Conservation Area Appraisal text.**

Report to Clackmannanshire Council

Date of Meeting: 26 June, 2014

Subject: Shared Services

Report by: Chief Executive

1.0 Purpose

1.1 The purpose of this report is to seek Council's approval to achieve deeper integration of Education and Social Services across Clackmannanshire and Stirling by moving to full lead authority models for the provision of each of those services, subject to the development of appropriate business case(s).

2.0 Recommendations

2.1 It is recommended that the Council:

- a) notes the findings of the report;
- b) affirms the further development of shared Social Work and Education Services with Stirling Council;
- c) confirms the principle that the intention is to take forward that further development according to the lead authority model;
- d) agrees that a full business case(s) be carried out on the lead authority model; and
- e) prior to implementation of the model, agrees that full business case(s) are reported back to both councils for a final decision.

3.0 Background

3.1 Clackmannanshire and Stirling Councils agreed in December of 2010 to begin an approach to shared services for social work and education which has evolved progressively since that time.

3.2 Most recently, in June, 2013, both councils agreed a Strategic Agreement which set out the rationale, scope and principles of the joint discharge of functions and consolidated decisions which had previously been taken in respect of shared services.

3.3 One such previous decision (December, 2012) was that "*integration below the level of service management should be pursued where this would result in*

improved outcomes and more effective, efficient services" and services have been developing delivery plans based on that decision.

- 3.4 While some progress has been made in pursuing that deeper integration, certain barriers remain which have been considered in some detail in the recent Taking Stock exercise.

4.0 Taking Stock

- 4.1 The annual Taking Stock evaluation of shared services took place between November, 2013, and January, 2014. This provided the opportunity to reflect on progress made in the three years since the decision to share services was taken and involved detailed discussions with staff, service managers, chief officers, trade unions and elected members on their perceptions of progress and barriers to progress.

- 4.2 Key themes from the Taking Stock were reported to a meeting of the extended Steering Group in January, including that:

- a) very good progress has been made in terms of integrating senior management and there are now single management teams serving both councils;
- b) there are some examples of good collaboration across the two councils;
- c) there is a sense, however, that because of the current approaches to integration, progress has reached a plateau and that the intended outcomes will not be wholly achieved unless there are changes in these arrangements;
- d) among the most significant factors which combine to hinder progress are different terms and conditions, different policy frameworks in the councils and double workstreams.

- 4.3 Points raised in the Taking Stock are attached as Appendix 1 to this report.

- 4.4 In light of this feedback, the extended Steering Group agreed to consider potential alternative arrangements for shared services going forward and at two further meetings in March and May of this year, considered appraisals of the following two options:

- 1) a full lead authority model for shared services; and
- 2) the establishment of a special purpose vehicle (such as a trust) for shared services.

- 4.5 A brief description of each model and a summary of associated strengths and weaknesses is attached as Appendix 2 to this report.

- 4.6 Further to consideration of these options, the extended Steering Group agreed to recommend to both councils the adoption of a full lead authority model, subject to the preparation of appropriate business case(s). The details of the lead authority model are set out in the next section of this report.

4.7 The basis for that recommendation was that while both lead authority and SPV models would offer the potential to:

- fully integrate social services and education services
- have a single entity accountable for service delivery
- integrate support services associated with social services and education services
- maintain the principles of reciprocity and parity of esteem
- offer efficiencies and savings.

the full lead authority model would:

- a) offer more assurance in terms of elected member influence and democratic accountability than an SPV model. In addition, under a lead authority model staff would continue to be employed by one or other council as opposed to a separate entity; and
- b) better lend itself to working with other services of the councils as the services would remain part of a council and the local government sector. This would create less fragmentation of council services than an SPV model.

5.0 Preferred Option - Full Lead Authority Model

5.1 The option of full lead authority is underpinned by the same principles which have existed since the outset of shared services, namely:

- a) the Councils will seek to maximise the effectiveness and efficiency of services by closer joint working
- b) within the context of retaining local governance, wherever possible services will be delivered jointly, to jointly agreed standards and sharing joint overheads to maximise economies of scale
- c) each council is a politically independent statutory body and the partnership approach is founded on the principles of reciprocity and parity of esteem
- d) each Council will bear the cost of services delivered within its area. Common costs will be apportioned on an appropriate basis agreed before the commencement of joint service delivery.

5.2 The key features of the full lead authority model are as follows:

- a) Clackmannanshire would have responsibility for the discharge of Social Services across the two council areas; Stirling would have responsibility for the discharge of Education Services across the two council areas
- b) Clackmannanshire would commission Education Services from Stirling and Stirling would commission Social Services from Clackmannanshire; service level agreements would set out the services to be delivered and the resources to be transferred for that purpose; there would be

monitoring arrangements in each council to ensure the requirements of the SLAs were being met

- c) each authority would also take responsibility for the support functions of the service it leads on so that Clackmannanshire would provide all support services for Social Services and Stirling would provide all support services for Education
- d) relevant staff would be transferred between authorities under the TUPE regulations; this would include staff who provide direct services (social workers, care assistants, teachers, learning assistants etc) as well as support staff both within the services and in certain corporate services (e.g. HR, finance, IT); this would enable a single set of terms and conditions to apply to all staff in the respective services
- e) common service operations and common policies (where desired) would be integrated
- f) there would remain the opportunity for each council to pursue individual initiatives and policies; these would be explicitly set out to ensure appropriate resource availability.

5.3 If both councils decide to develop further the shared approach by adopting the full lead authority model, progressing this will require to be properly planned and resourced to be implemented effectively. A full business case, therefore, will require to be prepared which sets out detailed financial, legal, technical and risk appraisals. Service specifications will also have to be developed.

5.4 In addition, given a move to full lead authority would involve the transfer of large numbers of staff, there will require to be staff and Trade Union engagement and consultation throughout the process.

5.5 In this regard, the trade unions were provided in March with the same paper which was considered by the Steering Group and which set out the potential options and an analysis of these.

5.6 Meetings have also taken place in Clackmannanshire and Stirling between elected members and trade union representatives in advance of this paper coming to both councils and this paper seeks to reflect feedback and comments received.

5.7 In terms of political governance of any new arrangements, there are a range of possible options associated with the full lead authority model and the extended Steering Group has agreed that fuller consideration of governance options should be revisited once the full business case for the preferred model has been completed.

6.0 Sustainability Implications

6.1 N/A

7.0 Resource Implications

7.1 *Financial Details* The preparation of the full business case(s) and associated implementation activity are likely to necessitate the identification of additional resourcing. Subject to Council approval of this report, further details of the required resourcing will be quantified and, if required, the necessary approvals requested.

7.2 *Staffing* -

8.0 Exempt Reports

8.1 Is this report exempt? No

9.0 Declarations

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

(1) **Our Priorities**

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

10.0 Equalities Impact

10.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? This will be done as part of the full business case.

11.0 Legality

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

12.0 Appendices

1 - Summary of High Level Feedback - Taking Stock

2 - Strengths/Weaknesses of Alternative Models


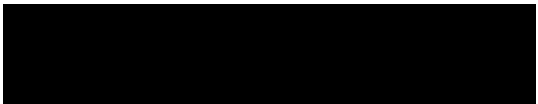
13.0 Background Papers

1 - Shared Services - Operational & Governance Arrangements - Shared Services Steering Group - Discussion Paper, May, 2014

2 - Shared Services - Operational & Governance Arrangements - Shared Services Steering Group - Discussion Paper, March, 2014

3 - Notes of Stock take sessions, November, 2013 - January, 2014

Author(s)/Approved by:

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Depute Chief Executive	
Elaine McPherson	Chief Executive	

SHARED SERVICES – SUMMARY OF HIGH LEVEL FEEDBACK (EMPLOYEES AND MANAGERS)

GENERAL PROGRESS

Education

1. Alignment of management systems and infrastructure
2. Single education licences (unique in UK) successfully negotiated
3. Improvement in exam results in Clacks/Stirling
4. Improvements in youth services
5. Joint CLD partnership under way
6. Better understanding of what each authority requires of its services
7. Additional Support Needs – improved outreach; placement decisions; better meeting Social and Emotional Behavioural Needs; improved contract scrutiny and budget management
8. Joint co-ordination of schools transport arrangement
9. Development of joint Children's Services Plan under way

Social Services

1. Priorities determined in what social services is seeking to achieve
2. Shared strategic framework; shared performance framework
3. Adult protection – unified approach; sharing skills and expertise
4. Protecting specialist provision through economies of scale (eg children with disabilities; learning difficulties)
5. Agreement to develop single case management system
6. Single managers now in post for Learning and Development; Performance and Quality Assurance; Review, Planning and Commissioning
7. Increased collaboration, learning, sharing good practice (eg in children's residential services – resulting in streamlined procedures)

Support Services

1. Building blocks for change in place – starting to see the impact
2. Good senior level appointments
3. Support services' tactical solutions have worked
4. Some things impossible two years ago now in place (ICT)

5. Services still re-engineering – lack of continuity difficult for support services

GENERAL ISSUES/CHALLENGES

1. Services are at cross-roads/tipping point
2. Shared services is the way things are done - now set in wider council agendas
3. Good progress without a map and in difficult circumstances
4. Wholesale commitment to shared service agendas among managers/unions

But

1. Need for a clear sense of where this is all going – better service for service users yes... but how is this going to be achieved? What is really meant by shared services?
2. What does lead authority really mean? Not defined
3. Two separate policy and practice structures are significant challenge
4. Concern that time spent on trying to make the shared service agenda work is lowering standards and impeding progress in delivery of education and social services
5. Concern about the amount of resource, time and effort coping with the 'bureaucracy' and 'systems' issues of sharing services
6. Two difference cultures
7. Staff 'dancing round' blockages - covering for shortcomings outside their control; changing priorities; coping with unrealistic expectations
8. Feeding the beast is reducing focus on performance and practice
9. Duplication of effort – budgets, reports, committees, different business case requirements = double effort/time
10. Conflicting processes and procedures – hr, finance – slow/stop progress
11. Different priorities; different standards; different protocols; different working hours
12. Unable to share resources/equipment, transfer staff;
13. Big decisions not being taken eg investment in ICT
14. Pressure/stress of management/staff at 3 year high – anxiety, fear and frustration concern that statutory/regulatory obligations are at risk

GOING FORWARD WE THINK WE NEED ...

1. Clearer sense of direction and firmer priorities – realistic expectations of what is possible and practical
2. Commitment to full integration of services, from management to front line

3. A single budget with one set of requirements and processes (eg charging policies; cross charging)
4. Flexibility in staff transfer; quickly, without bureaucracy
5. Aligned terms and conditions
6. Single strategic/policy decision-making body
7. Two into one can be done – but it needs political support



**SHARED SERVICES
TAKING STOCK 2013-14
TRADE UNION DISCUSSION**

16 January, 2014

Progress - Education

- Education management arrangements were working well but have reached a plateau
- TUs part of sub group examining LNTC agreements - working closely together; assisting management
- Separate Clackmannanshire/Stirling identities maintained
- Continuing teachers' buy-in to single management of service
- Cross-council networks being built at school and subject levels
- Desire to maintain this co-operative working arrangement

Concerns – Education

- Consultation and communication with TUs has declined due to management side struggling to find time
- Need for more communication
- Important to keep officials informed to help allay fears, avoid suspicion
- Able to access relevant Stirling, but not Clackmannanshire papers
- Some support service issues affect administration

Progress – Social Services

- TUs remain supportive of the shared service agenda - want to work constructively with management
 - Appreciate the financial pressures on both Councils
 - Key interests - protecting jobs. aligning Terms and Conditions
- Stirling/Clackmannanshire TUs working more closely together
 - Joint discussions on common issues - potential to build on this

Concerns - Social Services

- Current status and approach NOT a true shared service
 - Shared management yes, but staff do not feel part of a shared service
 - Do it or don't do it...
- No communication/engagement of TUs/uncertainty on way ahead with Early Years services

- Bi-partite meetings on Early Years agendas, but not on potential social service changes
- Rumour, concern and speculation among staff
- Concern about TU communication/engagement in 600 hours discussions
- Impending health/Social Services integration will add a new dimension to staff fear/uncertainty

What is needed

- Strategic Project Plan for Shared Services
 - Clarity on intent and how to get there
 - Information on cost of establishing shared services, savings and benefits
- Improved communication with TUs to progress service change; allay staff anxiety
- Earlier engagement of TUs in shaping change – before decisions are made
 - More trust placed in TU officials
 - Consider staff transfer arrangements/implications now – avoid uncertainty, conflict
 - Concern about changing work bases - rumours and speculation but no clarity
- Commitment to aligning Terms and Conditions to progress with integrating services
 - TUs awaiting figures to assess nature/scale of pay disparities
- New Service Delivery plans shared with staff
- A re-invigorated, refocused Programme Board
 - Engagement has tailed off- no longer papers to discuss; meetings cancelled at short notice
 - Where are decisions being made?
 - Meet asap to discuss governance

Priorities for Action

- Allay staff uncertainty and anxiety
- Commit to align Terms and Conditions
- Trust and engage TUs in shaping changes
- Ensure clarity on staff transfer arrangements
- Better/regular communication between management and TUs

Colin Liddell OBE
January 17, 2014

Strengths/Weakness of Models

1 - Full Lead Authority

Description - A full lead authority model would mean that each authority would take full responsibility for the delivery and support of the service it manages. In this model, Stirling would effectively become a commissioning authority for social services from Clackmannanshire and Clackmannanshire would become a commissioning authority for education services from Stirling.

For a full lead authority model to operate most successfully, the TUPE transfer of staff from each authority to the lead authority would be required to allow the opportunity to amalgamate terms and conditions to those of the lead authority.

Support services would be covered by the lead authority model so that Clackmannanshire would provide all support services for social services, with Stirling undertaking the same provision for education.

	Strengths	Weaknesses	Comments
<p>Lead Authority Model</p> <p>Clacks - social services plus associated support services</p> <p>Stirling - education plus associated support services</p>	<p>1: Removal of barriers to improvement to allow outcomes to be optimised</p> <p>2: Clarifies and formalises where responsibility and accountability for service provision and governance lie</p> <p>3: Enables genuinely integrated services, policies etc</p> <p>4: Resolves issue of support services</p> <p>5: Provides opportunities to realise efficiencies and cost savings</p> <p>6: Could strengthen approach to health and care integration depending on which model of that integration is preferred (note current preference is for lead authority with lead being council)</p> <p>7: Would retain parity of esteem principle</p> <p>8: As services remain within local government, democratic accountability maintained</p>	<p>1: For greatest effect, would require the TUPE transfer of staff between each authority and require significant engagement with TUs.</p> <p>2: Issues around Asset Management and maintenance to be worked through.</p> <p>3: Issues around the transfer of liabilities associated with TUPE transfer to be worked through</p> <p>4: Could be some legal costs incurred to set up the lead authority arrangements.</p>	<p>1: Will require political buy-in and commitment to allow services to operate as a stand-alone organisation.</p> <p>2: Change management skills and leadership required to manage change process.</p> <p>3: Excellent project management skills (team & leadership) required to deliver SPV</p> <p>4: Revised cost apportionment model would be required.</p> <p>5. Adoption of body corporate for health and care integration would not impede moving forward on lead authority for education and social services</p>

2 - SPV

Description - A Special Purpose Vehicle (SPV) is a separate legal entity which is created for a particular and limited purpose.

An SPV (or two SPVs) could be established and relevant employees from both councils would transfer to the new organisation. Management of the transfer and future terms and conditions would be the responsibility of the SPV's management team.

Support services would be covered by the lead authority model so that Clackmannanshire would provide all support services for social services, with Stirling undertaking the same provision for education.

	Strengths	Weaknesses	Comments
Special Purpose vehicle (SPV)	<p>1: Removal of barriers to improvement to allow outcomes to be optimised</p> <p>2: Clarifies and formalises where responsibility and accountability for service provision and governance lies.</p> <p>3: Enables genuinely integrated services, policies etc</p> <p>4: Resolves issue of support services</p> <p>5: Could achieve cost savings for both authorities in future years (dependent on decisions re transfer of liabilities etc)</p> <p>6: Would retain parity of esteem principle</p> <p>7: Could dovetail with approach to health and care integration were the preferred model the body corporate</p>	<p>1: Would require the TUPE transfer of staff from both councils to a third entity; would require significant engagement with TUs.</p> <p>2: Issues around the transfer of liabilities associated with TUPE transfer to be worked through</p> <p>3: Issues around Asset Management and maintenance to be worked through.</p> <p>4: The SPV would need to be set up from scratch leading to time and cost penalties. (policies, operating procedures, financial modelling, systems etc)</p> <p>5: Could increase the timeline for delivery of change.</p> <p>6: Would require "intelligent client" function in both authorities to monitor performance and confirm best value. (Potential cost to both Councils)</p> <p>7: May be perceptions of reduced accountability and more distant political governance as SPV separate legal entity</p> <p>8: Introduces greatest change at a time of significant change in both Councils and the public sector generally.</p>	<p>1: Will require political buy-in and commitment to allow services to operate as a stand-alone organisation.</p> <p>2: Change management skills and leadership required to manage change process.</p> <p>3: Excellent project management skills (team & leadership) required to deliver SPV</p> <p>4: Revised cost apportionment model would be required.</p>

Report to: Clackmannanshire Council

Date of Meeting: 26 June, 2014

Subject: Health And Social Care Integration

Report by: Chief Executive

1.0 PURPOSE

- 1.1 This report sets out the background to health and social care integration, the outcomes that integration is seeking to achieve and a proposal for a model of governance to take forward the legislative requirements.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Council:

- a) notes the provisions and requirements of the Public Bodies (Joint Working) (Scotland) Act 2014 as set out in this report;
- b) agrees to pursue health and care integration based on a body corporate model of governance;
- c) agrees that, as far as possible, integration should be on a joint approach with Stirling Council consistent with shared service arrangement.
- d) agrees that the existing Partnership Board and Joint Management Team structures act as shadow bodies for the purposes required by legislation;
- e) notes that a Scheme of Delegation will be presented for approval to a future meeting of Council.

3.0 BACKGROUND & CONSIDERATIONS

- 3.1 The intention of integrating health and social care is to provide a vehicle to enable local partnerships, comprising the health boards and local authority, to collectively deliver outcomes more effectively.
- 3.2 The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) was passed at the end of February 2014 and received Royal Assent on 1 April 2014. The Act sets out what integration is intended to achieve, the models of integration and how the scheme requires to be implemented. Some issues will be resolved by secondary legislation in particular the scope of the local authority and health services which must be included (currently subject to consultation).

Local Partnerships are required to implement integration governance structures and local delivery strategies by April 2015, having had shadow arrangements in place prior to that.

An outcomes focussed approach

- 3.3 The Scottish Government's vision for improving outcomes is that by 2020 everyone will be able to live longer, healthier lives at home, or in a homely setting, and that there will be a health and social care system where:
- there is an integrated approach to service delivery
 - there is a focus on prevention, anticipation and supported self-management
 - if hospital treatment is required, and cannot be provided in a community setting, day treatment will be the norm
 - in any setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions
 - there will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.
- 3.4 The Act removes Community Health Partnerships from statute and provides the basis to create an Integration Authority for each council area which will be the joint and equal responsibility of the health board and the local authority. It will be the responsibility of this Authority to ensure the desired outcomes are met.

National Objectives

- 3.5 The Scottish Government's view of a successfully integrated system for adult health and social care is that it will exhibit the following characteristics:
- consistency of outcomes across Scotland
 - a statutory underpinning to assure public confidence
 - an integrated budget to deliver community health and social care services and also appropriate aspects of acute health activity
 - clear accountability for delivering agreed national outcomes
 - professional leadership by clinicians and social workers
 - it will be simpler rather than complicate existing bodies and structures.
- 3.6 The four key principles that underpin the reforms are:
- nationally agreed outcomes to apply across adult health and social care
 - health Boards and local authorities are to be jointly and equally accountable for the delivery of those outcomes;
 - integrated resources will apply across the spectrum of adult health and social care provision
 - encouraging strong clinical and professional leadership, and the engagement of the third and independent sectors, in the commissioning of adult health and social care services.

3.7 The Act notes that the main purpose of integration of services is to improve the wellbeing of service-users. It states that local integration must be taken forward so that:

- services are integrated from the point of view of service-users
- services take account of the particular needs, circumstances and characteristics of different service-users
- the rights of service-users are respected and their dignity taken into account
- there is participation by service-users in the community in which they live
- the safety of service-users is protected and improved
- the quality of the service is improved
- services are planned and led locally in a way which is engaged with the community including in particular service-users, carers and those who are involved in the provision of health or social care
- services best anticipate needs and prevent them arising
- services make the best use of the available facilities, people and other resources.

The scope of Integration

3.8 Draft regulations were issued in May setting out which council and health board functions as they related to adults are to be included in the integration. These functions are:

Council

- Social work services for adults and older people
- Services and support for adults with physical disabilities, learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Housing support services, aids and adaptations
- Day services
- Local area co-ordination
- Respite provision
- Occupational therapy services
- Re-ablement services, equipment and telecare

Health

- Unplanned inpatients (medical care for the treatment of urgent or emergency conditions that require an unplanned admission to hospital)
- Outpatient accident and emergency services (services provided within a hospital for the treatment of urgent or emergency conditions)
- Care of older people (medical care for older people when not covered by unplanned inpatients)

- District nursing
- Health visiting services
- Clinical psychology services
- Services provided by Community Mental Health Teams (services delivered in the community for those with mental health problems)
- Services provided by Community Learning Difficulties Teams (services delivered in the community for those with learning difficulties)
- Services for persons with addictions
- Women's health services
- (services providing the assessment, diagnosis care, planning and treatment of women's health, sexual health and contraception services)
- Services delivered by allied health professionals
- GP out-of-hours services
- Public Health Dental Service
- Continence services
- Dialysis services delivered in the home
- Services designed to promote public health
- General Medical Services (Full range of services provided by general medical practitioners and their teams)
- GP pharmaceutical services (prescribing and dispensing of medicine and therapeutic agents by GPs, nurse prescribers, and prescribing pharmacists working in GP practices.)

Integration Model

- 3.9 The Public Bodies (Joint Working) (Scotland) Act 2014, specifies two options for integration models. These are:
- Lead Agency: either the health board or local authority would take full strategic and operational accountability for all functions within the scope of integration: or
 - Body Corporate: delegation by local authority and health board of all functions within scope of integration to a new entity governed by a Joint Board and accountable for overseeing the provision of functions.
- 3.10 There is an additional model of cross delegation, where one agency would lead on some services and the other agency lead on other services. However, it has been confirmed that this approach is not applicable to the prescribed adult services which collectively have to be dealt with in governance terms in the same way (i.e. either lead authority or body corporate).
- 3.11 Adopting the lead agency model with the Council as lead would result in all Health Board functions within scope being transferred to the Council. This might or might not include the transfer of staff. The governance of this structure would include a Joint Monitoring Committee and would include Health Board representation.
- 3.12 If the Lead Agency model were adopted with the health board as lead, all Social Work functions relating to adult care would be transferred to the Health Board. Again, the governance of this structure would be overseen by a Joint Monitoring Committee, which would include Elected Member representation. It is envisaged that both the NHS and the Council would be equally

represented on a Joint Monitoring Committee with 3/4 representatives respectively. Draft regulations suggest that membership of joint integration bodies will be prescribed.

- 3.13 Adopting the Body Corporate model would result in all functions within the scope of integration being overseen by a newly established separate legal entity, the Integration Joint Board. The Board would include representation from the health board and elected members and again it is likely that membership will be nationally prescribed. A Chief Officer would require to be recruited, potentially along with a senior finance officer. The Chief Officer would report to the Integration Joint Board and directly to the Chief Executives of the Council and the Health Board. In this model, no staff would be transferred to the Integration Joint Board and services would continue to be delivered by the council and the health board. However, the Integration Joint Board would allocate resources to the services and be accountable for achieving the outcomes.
- 3.14 Each model of governance has pros and cons and these are outlined at Appendix 1 to this report.
- 3.15 Provisional feedback from elected members in Clackmannanshire had been that the lead authority model (with council as lead) was the initial preference, subject to detailed options appraisal, as it seemed to offer the greatest potential to achieve the desired outcomes of the legislation by structurally integrating services and management, by maximising democratic accountability and by reducing public sector fragmentation. Membership of the integration board under the body corporate as set out by the legislation and currently out for consultation.
- 3.16 NHS Forth Valley, however, has advised that it will not support such a model and has formally agreed that the body corporate model is the one it will engage with. Given that in the event of disagreement between the partners, the Minister has the power only to establish a body corporate, the outcome locally will be a body corporate model. In these circumstances, therefore, it is recommended that Council agrees that officers should develop a scheme of integration based on the body corporate model.
- 3.17 Integration will be progressed with Stirling Council in line with the shared service agreement. In the absence of satisfactory arrangements, a single body corporate would also be considered for each Local Authority Area.

Local Context

- 3.18 Delivering better outcomes within the local authority area is central to the integration of health and social care. The Health and Social Care Partnership will work ultimately towards the outcomes set out in our local SOA, but will also focus on outcomes established for individual care groups, which will be described within Joint Commissioning Plans, such as the existing Joint Strategic Commissioning Plan for Older People.
- 3.19 Given the requirement to focus on local outcomes, it is important that health and social care integration arrangements are in turn focused on our local communities. A key component, therefore, of delivering integrated services is

to establish and implement a locality planning model. This will facilitate engagement with communities across all sectors, and help the Partnership understand and develop the key priorities.

Process and Timescale

- 3.20 The Scottish Government requires local Partnerships to develop governance structures and have in place shadow arrangements during the course of 2014, with a view to full implementation from 1 April 2015. Partnerships are required to develop a Scheme of Integration, which will require formal Ministerial approval. This Scheme of Integration will set out governance, finance (including shadow budgets) and planning etc arrangements for health and social care integration. An indicative timetable and work streams for the development of the Scheme is attached as Appendix 2 to this report.
- 3.21 In order to support integration the Government has allocated monies to each Health Board to help local partnerships progress. The funding for Forth Valley is in the region of £360,000, with approximately half allocated to the Clackmannanshire and Stirling partnership. This resource will assist with project management, back fill costs and a partnership lead within the Joint Management Team to support service change.
- 3.22 In order to oversee the work required it is proposed that the existing structures i.e. the Partnership Board and Joint Management Group act as the shadow bodies, clearly reporting progress to the Council and NHS Board at regular intervals. It is imperative that movement toward integration is an extension of current good practice and does not become a secondary work stream.
- 3.23 In addition to developing a Scheme of Integration, the Act requires consultation and engagement with communities. It requires a Strategic Planning Group to be established involving a range of organisations, individuals and sectors. It is as important to engage with employees, as well as service users, through this change. Discussions will also have to be held with Trade Unions.
- 3.24 The development of a Strategic Delivery Plan is also required to ensure the functions and services that fall within integration remain focused on improving outcomes and are delivered accordingly.
- 3.25 There will be a requirement to understand and bring together service delivery systems and two cultures. This is a substantial piece of work which must be focussed on achieving the right outcomes for local people as well as meeting the requirements of the Act.
- 3.26 Health and social care integration is one of the most wide reaching and fundamental changes in the way public services are delivered since local government re-organisation. While this presents many opportunities it also presents significant challenges, including continuing to improve outcomes for adults requiring health and social care services while changing governance and operational management arrangements.

4.0 Sustainability Implications

n/A

5.0 Resource Implications

Finance

- 5.1 The adoption of a body corporate model of governance requires the appointment of at least one chief officer. Costs of this post will be shared between the partners. The post has not yet been sized.
- 5.2 Work is ongoing between the finance officers of the respective organisations to define the existing resources which are required to be allocated to the Integration Board for the purposes of providing integrated services.
- 5.3 Fuller financial information will come forward in the Scheme of Integration.

Staffing

- 5.4 A new chief officer post will be created.

6.0 Exempt Reports

- 6.1 Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

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

(1) Our Priorities

Our communities are more cohesive and inclusive
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 Council is effective, efficient and recognised for excellence

(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

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

10.0 Appendices

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

1 - High Level Pros & Cons of Governance Models

2 - High level implementation plan for Health and Social Care Integration.

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)

The Public Bodies (Joint Working) (Scotland) Act 2014


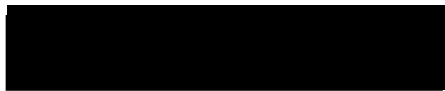
Draft Regulations Relating to Public Bodies (Joint Working) (Scotland) Act 2014 – Set 1

Draft Regulations Relating to Public Bodies (Joint Working) (Scotland) Act 2014 – Set 2

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Approved by

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Elaine McPherson	Chief Executive	

Appendix 1 - High Level Pros & Cons of Governance Models

Body Corporate	
<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"> • Continuity of employer, terms and conditions etc. if implemented in ways that do not involve potential staff transfer • Potential to develop single policy framework and for localities to have clearer line of involvement and accountability • Potential to move resources across partnership according to presenting needs and priorities • Single management arrangements to oversee the development of the required Joint Strategic Commissioning Plans • Future potential to integrate HR; finance; learning & organisational development; property functions etc. • Potential for more shared decision making • Minimal disruption for staff • Generates flexibility regarding financial management, could be joint or aligned 	<ul style="list-style-type: none"> • Only 3 or 4 Elected Members on the Board, which reduces democratic accountability/'control' and applies additional pressure to nominated reps. • Reporting arrangements are complicated with the Chief Officer reporting to both the Chief Executive of the Council and the Chief Executive of the Health Board. • Potential for blurred accountabilities • no provision currently for body corporate to employ staff • Potential for disconnect between Adult Services included within integration and services outwith scope e.g. services for children and housing. • Risk of tensions due to variable terms and conditions /employee relations model • No ability to shift resource to/from services outwith those included within integrated model e.g. from adult care to services for children. • Requires detailed scheme of delegation and standing orders to vire resources to support service delivery • Competing tensions around levels of investment prevention, early intervention, and intensive support • Need to determine co-ordinated support services from different organisations • Lack of reassurance regarding impact and outcomes desired. How successful will this model be in helping services respond and deliver better services / outcomes? • Diluted governance/effectively introduces another layer

Lead Agency (Council) – Overarching Advantages and Disadvantages	
<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"> • Strengthens local democratic accountability for all functions, including current NHS functions • Capacity for greater number of elected members to be engaged in Joint Committee • Continuous link with other core services such as education, children’s social services and housing. • Introduces streamlined joint governance across areas of common concern • Clarity of managerial accountability • Facilitates unified performance framework • Potential to develop single employee relations • Increased transparency and accountability of delivery across whole system may be achievable. 	<ul style="list-style-type: none"> • Proposed Ministerial powers to determine membership of governance body could impair local governance • Potential loss of control over key areas of council budgets at a time of increasing need and reducing resources • Delegation of functions potentially creates less effective system-wide operational risk assessment and management • Increases risk of fragmentation across some public protection functions • Challenges effective locality planning by dividing functions between agencies • Tensions due to differing employee relations model & terms and conditions • Need for health services to meet HEAT targets and therefore issue re accountability of Elected Members to Scottish Government - local priorities vs national targets. • potential for complex 'subcontracting' arrangements.

Implementation of Health and Social Care Partnership: High Level Programme Action Plan	By Whom	Start By	Complete By
Strategic Visioning and Planning Sessions with Board, CHP and Stakeholders	NHS		June 2014
Establish Scope of integration– Strategic and Operational	Chief Officers	January 14	July 14
Health and Social Care Bill to receive Royal Assent to become the Health and Social Care Act			February 2014
Evaluate and Agree Model of integration and timeline	CEO's	January 14	July 14
Authority to proceed with proposed model, scope and timeline and to establish shadow Health and Social Care Partnership	LA Members & NHS Board		July 14
Scottish Government Health and Social Care Legislation comes into effect.			April 2014
Develop Integration Framework	Chief Officers	March 14	October 14
Develop Delivery Plan	Chief Officers	May 14	December 14
Establish Working Groups to support development of framework and delivery plan: Governance Finance (including cost methodologies) ICT Outcomes and Performance Workforce and Organisational Development (<i>Group already established</i>) Consultation, Communications & Engagement (including stakeholder involvement) Clinical Governance	Chief Officers reporting to Partnership Board prior to HSCP shadow arrangements	March 14	Ongoing
Create Shadow Integration Board (BC) or Integration Joint Monitoring Committee (LA)	Governance lead	May 14	May 14
(If Body Corporate) Proceed to appoint Chief Officer(Previously Joint Accountable Officer (JAO))		March 14	May 14
Establish, timetable and commence Shadow Arrangements including integrated reporting frameworks regarding finance and performance management	Governance lead	May 14	April 15
Formal consultation period regarding Integration Framework	Communications lead	October 14	December 14
Finalise and submit Integration Plans for Ministerial Approval	Chief Officers		February 15
Full Implementation of Integrated Partnership			April 2015

Work Stream General Remit

The Work streams will be co-ordinated by the Change Manager to ensure shared purpose in terms of the overall task. All activity will be reported to the Enhanced JMG. Enhanced JMG will provide work streams with strategic directions.

Governance	Finance	HR/OD	Consultation & Engagement	Clinical and Practice Governance	Planning & Operational
<ul style="list-style-type: none"> • Formation of new partnership structure including purpose, remit, accountability and scheme of delegation, links to existing structure e.g. CPP • Determine transfer of each service and necessary service support • Establish information/data sharing protocol within partnership. • Complete Privacy Impact Assessment • Initiate development of integrated performance management framework • Support HR/OD & Finance Groups 	<ul style="list-style-type: none"> • Establish budgets for all services within scope (revenue and capital) • Establish costing methodology to determine transfer of resource to new governance arrangement • Establish financial control & monitoring framework 	<ul style="list-style-type: none"> • Establish HR framework • Establish joint recruitment procedures • Liaise with trade unions as appropriate • Link with OD and training • Work with Consultation & Engagement Group to inform communication to staff and public 	<ul style="list-style-type: none"> • Develop communications and engagement strategy for internal and external stakeholder • Establish Strategic Planning Group to initially facilitate partner and public involvement • Work with HR/OD group regarding appropriate key messages for staff 	<ul style="list-style-type: none"> • Clarify and agree clinical and practice governance arrangements, control and monitoring • Links to acute services etc 	<ul style="list-style-type: none"> • Develop Strategic Plan • Clarify outcomes & service delivery planning • Develop Commissioning Strategy • Establish clarity regarding operational activity and implications of new structure • Performance Management Framework • Organisational Development and workforce planning • Locality Planning Approach

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 26 June, 2014

Subject: Joint Inspection of Services for Children & Young People in Clackmannanshire

Report by: Chief Executive

1.0 Purpose

1.1 The purpose of this report is to bring to Council's attention the publication of the report of the recent Joint Inspection of Services for Children & Young People in Clackmannanshire (report attached as Appendix to this report).

2.0 Recommendations

2.1 It is recommended that the Council:

- a) notes the findings of the report;
- b) notes that the community planning partnership is preparing an action plan to address the improvement areas referred to in the inspection report;
- c) agrees that the Resources & Audit Sub-Committee should receive monitoring reports on the implementation of the action plan;
- d) notes that the inspection team will review the partnership's progress in taking forward these actions in a year's time; and
- e) notes that the follow-up report will also be presented to the Clackmannanshire Alliance and the Council.

3.0 Background

3.1 The joint inspection was undertaken by a team of inspectors from Education Scotland, the Care Inspectorate, Healthcare Improvement Scotland and HM Inspectorate of Constabulary.

3.2 The inspection was of services for children and young people (people under the age of 18, or 21 if looked after) in the Clackmannanshire community planning area and covered the full range of work including services provided by health visitors, school nurses, teachers, doctors, social workers police officers and voluntary sector. The main purpose of the joint inspection was to

consider the difference the various services are making to the lives of children, young people and families.

3.3 The inspection methodology comprised document review, discussions with staff, children, young people, families and evaluations against the following nine national quality indicators which were published in October 2012:

- 1) Providing help and support at an early stage
- 2) Impact on children and young people
- 3) Impact in families
- 4) Planning and improving services
- 5) Participation of children, young people, families and other stakeholders
- 6) Assessing and responding to risks and needs
- 7) Planning for individual children
- 8) Leadership and improvement and change
- 9) Improving the well-being of children and young people

3.4 Services for children and young people in the Stirling community planning partnership area were inspected at the same time by the same inspection team in recognition of shared education and social services. Separate reports have been published for each of Clackmannanshire and Stirling.

4.0 Strengths & Areas for Improvement - Overview

4.1 The key strengths identified by the inspection report are as follows:

- staff across all services are highly committed to improving the safety, well-being and lives of children, young people and families
- there is a positive culture of working together meaningfully to the benefit of children
- there is high quality support to children to improve mental well-being and assist in overcoming trauma
- there is effective use of community skills and resources to overcome health inequalities and strengthen families.

4.2 Three examples of good practice are highlighted in the inspection report, namely:

- HealthSpot - a health information service in schools
- PLUS - a project which removes barriers to fun for children affected by disability
- collaborative working to meet the needs of children with complex care needs

4.3 In terms of areas for improvement, the inspection report highlights the following:

- processes for assessing and managing risks

- giving all vulnerable children the help and support they need at an early stage and while they are experiencing difficulties
- having systematic and robust processes for the joint strategic planning of integrated children's services
- stronger collaborative leadership to increase the pace of change and capacity for improvement.

4.4 Overall, assessments against each of the nine indicators are as follows:

• Providing help and support at an early stage	Good
• Impact on children and young people	Good
• Impact on families	Adequate
• Planning and improving services	Adequate
• Participation of children	Good
• Assessing and responding to risks and needs	Weak
• Planning for individual children	Adequate
• Leadership of improvement and change	Adequate
• Improving the well-being	Adequate

5.0 Report's Conclusion

5.1 On the basis of the evaluations of the indicators, the inspection report concludes that:

- staff across all services are highly committed to improving the lives of children, young people and families
- overall this is making a positive impact on children and young people in Clackmannanshire
- many families are receiving helpful support from a range of services to strengthen parenting skills and increase confidence
- a promising start has been made to implementing GIRFEC approach and staff understanding of their role in this is improving.

5.2 The inspection report also, however, that:

- there has not been sufficient improvement in some areas
- there are important weaknesses in initial responses to children in need of protection and processes to assess risks and needs
- there is a need for the partnership to articulate a share vision and accelerate strategic planning for the integration of services
- there is a need for stronger collaborative leadership to increase capacity for improvement and pace of change.

6.0 Next Steps

- 6.1 The inspection report shows mixed performance across services for children and young people in Clackmannanshire. While it is positive that performance of the partnership in three indicators was deemed 'good', and that in 8 of the 9 indicators strengths outweighed weaknesses, the balance of evaluations overall shows there is some scope for improvement. In addition, the partnership's approach to risk assessment needs to be addressed as a matter of priority in light of the assessment of 'weak' and effective improvement actions taken forward.
- 6.2 In order to satisfy itself that sufficient progress is being made in taking the improvement actions forward, the inspection team will revisit the partnership in a year's time.
- 6.3 An action plan is being prepared by the partnership and progress in taking this forward will be overseen by a joint group of chief officers.
- 6.4 The Clackmannanshire Alliance at its meeting on 6 June agreed that it should receive reports at each of its meetings to ensure formal oversight by the community planning partnership. It is proposed that Council, through its Resources & Audit Sub-Committee Sub should also receive such reports to ensure there is an opportunity for elected member engagement and scrutiny.

7.0 Sustainability Implications

- 7.1 N/A

8.0 Resource Implications

- 8.1 *Financial Details - N/A*

- 8.2 *Staffing - N/A*

9.0 Exempt Reports

- 9.1 Is this report exempt? No

10.0 Declarations

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

(1) Our Priorities

Our communities are more cohesive and inclusive
Vulnerable people and families are supported
Health is improving and health inequalities are reducing
Our public services are improving

(2) Council Policies (Please detail)

Single Outcome Agreement
Children & Young People's Integrated Service Plan

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



13.0 Appendices

Report of Joint Inspection of Services for Children & Young People in the Clackmannanshire Community Planning Area

14.0 Background Papers

14.1 None

Author(s)/Approved by:

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Elaine McPherson	Chief Executive	

Services for children and young people in Clackmannanshire

30 May 2014

Report of a joint inspection

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1. Introduction

At the request of Scottish Ministers, the Care Inspectorate is leading joint inspections of services for children and young people across Scotland. When we say children and young people in this report we mean people under the age of 18 years or up to 21 years if they have been looked after.


These inspections look at the difference services are making to the lives of children, young people and families. They take account of the full range of work within a community planning partnership area including services provided by health visitors, school nurses, teachers, doctors, social workers, police officers, and the voluntary sector.

The inspection teams are made up of inspectors from the Care Inspectorate, Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland.

A draft framework of quality indicators was published by the Care Inspectorate in October 2012. The indicators in 'How well are we improving the lives of children, young people and families? A guide to evaluating services for children and young people using quality indicators' were used by the team of inspectors in their independent evaluation of the quality of services. We have reached evaluations for nine of these quality indicators which are set out in the table in Appendix 1.

2. Background

The joint inspection of services for children and young people in the Clackmannanshire **Community Planning** Partnership area took place between January and February 2014. Clackmannanshire and Stirling Councils have shared management arrangements for education and social work services. Responsibilities for police and health services rest within the Forth Valley Division of Police Scotland and NHS Forth Valley. As services for children and young people are closely connected and in some instances managed jointly across Clackmannanshire and Stirling, both inspections took place at the same time. We have published separate reports as the community planning partnerships and councils are independent of each other. The reports also reflect the similarities and differences across each area.



Community Planning is a process which helps public agencies to work together with the community to plan and deliver better services which make a real difference to people's lives.

The inspection in Clackmannanshire covered the range of services in the area that had a role in providing services to benefit children, young people and families. We reviewed a wide range of documents and spoke to staff with leadership and management responsibilities. We also talked to large numbers of staff who work directly with children, young people and families and observed some meetings. We reviewed practice through reading records held by services for a sample of 87 children and young people. Some children, young people and families met with us and we are very grateful to everyone who talked to us as part of this inspection.

We also referred to a report of a joint inspection of services to protect children in the Clackmannanshire Council area published by Her Majesty's Inspectorate of Education in 2010 and considered progress in relation to the areas for improvement outlined in that report.

As the findings in this joint inspection are based on a sample of children and young people, we cannot assure the quality of service received by every single child in the area.

3. The Community Planning Partnership area

Clackmannanshire is situated south of the Ochil Hills, on the north side of the River Forth, bordered by Stirling, Perth & Kinross, Fife and Falkirk local authority areas. Clackmannanshire is the smallest mainland local authority in Scotland covering 159 square kilometres and with the smallest population at just over 50,000 people. Around half of the population live in the main town of Alloa which is also the administrative centre. The proportion of children aged 0-15 years is higher than the Scotland average. Clackmannanshire has a significantly higher than average percentage of people living in the 5% most deprived areas of Scotland. This is reflected in education, employment and prosperity indicators for which a number are considerably worse than the Scottish average.



Population of Clackmannanshire

50,000

The Clackmannanshire Alliance is responsible for community planning and has wide representation from the public, private and voluntary sector. Working Together for Clackmannanshire is the community plan. This sets out a comprehensive long term vision and is the basis of the **Single Outcome Agreement**. The Alliance has developed a timeline covering all life stages for its citizens and identifies short, medium and long term priorities for action. The community plan is underpinned by the **Getting it right for every child** approach and a strong focus on an early intervention and prevention approach throughout the life stages.

A Single Outcome Agreement is an agreement between the Scottish Government and community planning partnerships which sets out how they will work towards improving outcomes for Scotland's people in a way that reflects local circumstances and priorities.

Getting it right for every child is the Scottish Government's approach to making sure that all children and young people get the help they need when they need it. For more information, search "GIRFEC" online.

In December 2010, Clackmannanshire Council agreed to manage and deliver education and social services in partnership with its neighbouring council in Stirling. This arrangement was reaffirmed by both councils in June 2013. The shared service arrangements for education and social services are overseen by a programme board chaired alternately by the chief executives of each council. The programme board reports to a steering group of local elected members. Each council remains a politically independent statutory body. Clackmannanshire Council is the lead authority for social services and Stirling Council is the lead authority for education services. Senior managers have responsibility for the services across the two council areas and there is a clear intention to integrate the delivery of these services at all levels.

4. Particular strengths that are making a difference to children, young people and families

- Staff across all services have a very strong and shared commitment to improving the safety and wellbeing of children. They have developed a positive culture of working together meaningfully to the benefit of children, young people and their families.
- The high quality of support to children, young people and families to improve mental wellbeing and to assist them to overcome trauma.
- The effective use made of community skills and resources to overcome health inequalities and strengthen families such as in Bowmar and Hawkhill in Alloa.

5. Areas where action is needed to improve the wellbeing of children, young people and families

- Ensuring that all children and young people are afforded the protection and support they need by improving, as a matter of priority, the processes for assessing risks.
- Improving plans for individual children and young people to manage risk and meet their needs.
- Providing all vulnerable children, young people and their families with the help and support they need at an early stage when they are experiencing difficulties.
- Introducing and implementing systematic and robust processes for the joint strategic planning of integrated children's services.
- Providing strong collaborative leadership to increase the pace of change and improvement across services for children and young people.

6. Examples of good practice

HealthSpot: a health information service in schools

HealthSpot provides quick and helpful health advice through informal, confidential and lunchtime sessions in secondary schools. Young people can speak confidentially to health staff and community workers to obtain information and guidance about their health and wellbeing. A multi-agency steering group of education, health and youth services staff oversees the service and involves young people meaningfully in the review and development of the service. This has helped to ensure that the themes and topics are highly relevant to young people.

PLUS: removing barriers to fun for children affected by disability

PLUS provides large numbers of children and young people with a disability and their parents a variety of enjoyable and positive social networking opportunities. A number of age appropriate projects provide activities for many children and young adults to have fun, away from home and with people of their own age. Children, young people and families benefit greatly from fun filled social interactions, respite and support to assist young people with disabilities into training and employment.

Collaborative working to meet the needs of children with complex care needs

The Children's Complex Care Service is a highly effective collaborative involving health, education, social work and **third sector** organisations. Nursing care and family support is provided at home and is enhanced at times of increased need. Children, young people and families experience less frequent hospital admissions and a reduction in the stress associated with this. When children are admitted to hospital they are discharged as soon as they are medically well. Jointly funded support assistants and a specialist school nurse ensure that the child's health and care needs are met in school. This has allowed children, even at the end of life, to continue to attend school for periods enhancing their quality of life.

The use of the term **third sector**, also known as the **voluntary or community sector**, is to differentiate it from the **public or private sector**. These services are **non-governmental and non-profit-making organizations or associations, including charities, voluntary and community groups**.

7. How well are the lives of children and young people improving?

Providing help and support at an early stage

This section considers how well staff recognise that something may be getting in the way of a child's or young person's wellbeing and provide support early to stop difficulties arising or increasing.

The help and support for children, young people and their families at an early stage is good.

Staff are committed to working together to recognise and provide support to children, young people and families who need it. They recognise the signs that a child, young person or family may be in need of additional help at an early stage. Staff in health and education offer effective support from a very early stage and identify those families where a more targeted approach is required. Staff put the needs of children and young people at the centre when they provide support. A multi-agency screening group helps to identify those families who need assistance and to ensure that the help they get is timely and appropriate to their needs. The 'Getting it right for every child' approach is helping staff to provide advice and guidance at an early stage before family difficulties get worse. Staff across services would benefit from a greater understanding of the roles of the **named person** and the **lead professional**. Although staff are very clear about the role of the social worker as lead professional when the child is looked after or their name is on the child protection register, they are less clear about the roles of others.

The **named person** is a member of staff who has responsibility for ensuring that the child's needs are addressed. For babies and very young children the named person is either a midwife or a health visitor. For children of school age the named person will be someone who works in the child's school.

Lead professional is where a practitioner from one of two or more agencies or services, that are working together to meet a child's needs, takes the lead to co-ordinate assessment, planning, and action to achieve the outcomes in the child's plan.

Overall, improvements in the sharing of information are helping staff to provide help and support at an earlier stage. The **Public Protection Service** is assisting the sharing of information across health, education, social work and the police when there are concerns about children and young people. Vulnerable, pregnant women are identified early and clear pathways ensure that they get co-ordinated intervention and support at an early stage in their pregnancy. Some practices in relation to the sharing of information are variable. For example, staff who work primarily with adults, such as addiction or mental health workers do not always share information which is pertinent to the promotion of the wellbeing of children and young people. Efforts made by lead professionals to gain information to inform assessments are often unsuccessful.

There is a range of effective services available to support children, young people and families at an early stage and which help to stop their difficulties increasing. Children and young people with complex healthcare needs have ready access to appropriate care and support at an early stage. Children and young people with additional support needs receive effective and timely support from a diverse range of health, local authority and voluntary services. The **Early and Effective Intervention** scheme works effectively with children and young people who are starting to become involved in offending. Helpful parenting programmes are available and the recent appointment of a co-ordinator for this work will help to ensure programmes are better connected and responsive to the needs of parents and carers. Some services are targeting support appropriately to families with the greatest need. However,

The **Public Protection Service or Multi-Agency Assessment and Screening Hub** is an initiative whereby a number of staff from police, health, education and social work are co-located in Larbert police station. Staff work in partnership on child protection, domestic abuse, young runaways, online offending, as well as adult support and protection, and the management of sex offenders.

The **Early and Effective Intervention model (EEI)** is based on the principles of early intervention, through appropriate, proportionate and timely intervention and provides a framework to ensure relevant support is available for all children and young people who have committed an offence. Across Forth Valley there is a single EEI multi-agency model.

as a consequence, some families are not getting the help they need at an early stage when difficulties arise. A number of services have long waiting times.

Impact on children and young people

This section is about the extent to which children and young people are able to get the best start in life and the impact of services on their wellbeing. It is about how well children and young people are assisted to be safe, healthy, achieving, nurtured, active, respected, responsible and included.

Overall, the impact on the wellbeing of children and young people is good. When children are in need of extra support, services are provided for them and impact is positive.

Children and young people receive helpful information and guidance from schools and as a result know how to keep themselves safe online and when using social media. Young people are very positive about the advice and guidance they receive from Youth Services which helps them to deal with a range of risky situations. Children and young people whose behaviour places them at risk are benefitting from information, advice and guidance to help them make appropriate choices in their lives. Children and young people, who are no longer able to stay at home safely, benefit from stable and caring kinship and foster care placements. While the majority of vulnerable children and young people at risk of harm and neglect are kept safe, there are a few who remain at risk when staff do not consider fully patterns of abuse or neglect in their history or comprehensively assess all current risks they face.

Children and young people are assisted well to keep healthy. They are supported to keep up to date with immunisations and attend health appointments. Earlier antenatal support is resulting in fewer low birth weight babies. Children living away from home have their health needs met well. They are benefitting greatly from support from the specialist health team for looked after children. The Children's Complex Care service is having a major and positive impact on the lives of children with complex care needs allowing them to stay out of hospital and continue with their learning. The emotional health needs of children and young people are met well through a broad range of support from educational psychologists. Some children and young people with identified health problems are not able to see a school nurse. Lead professionals are not always alert to emerging health needs and as a result there can be a delay in children and young people receiving health care appropriate to their needs. Although the drop-in advice service provided by child and adolescent mental health services is providing positive benefits, a few children and young people with more acute mental health difficulties do not always get the help they need from this service quickly enough.

Children and young people are performing well in school. They are making positive academic, social and emotional progress. This is supported by outreach behaviour support, family therapy and pupil support services. Children with additional support needs are supported well to make progress in their learning. High numbers of school leavers are helped to find work, training or further study. Some young people with a disability are encouraged helpfully to become volunteers and take up employment. There are delays for young people with additional support or complex care needs in obtaining support from services for adults when they need to move on from children's services.

Children and young people are thriving as a result of consistent nurturing relationships. Often this is due to the additional support their parents get to help them bring up their children. Many children and young people are responding well to nurturing approaches in school. Teachers have been trained by educational psychologists in attachment theory, resilience and trauma and understand the importance of nurture in early development. Many primary school-aged children are starting the school day off well through healthy and nourishing meals at breakfast clubs. Baby massage is improving parent and baby relationships and both are benefitting from the support their carers have received from health nursery nurses.

Children and young people affected by disability and their parents are also benefitting from a range of services which are having a positive impact on the nurture these children receive. Children and young people looked after away from home experience warm, stable nurturing environments where they can grow and develop. The experiences of vulnerable children living at home are more variable. Some children and young people looked after at home are being helped to experience nurturing relationships, stability, boundaries and continuity. Others are not getting the individual help they need to overcome the long term impact of living with domestic abuse or chronic neglect.

Children and young people have access to a range of leisure and recreational facilities to help keep them active. They also undertake a range of physical activity in schools and through a positive range of extra-curricular activities. Children and young people affected by disability are able to be involved in a variety of activities supported by, for example, the Plus Project, **Clackmannanshire Sports Development and Play Alloa**. Entry fees and transport costs can be a barrier to some children and young people fully participating in active sports and interests. Most children who are looked after are supported to develop

Clackmannanshire's Sports Development promotes sport, physical activity and physical education to children from 3 to 16 years. Teams deliver activities in primary, secondary and special schools and leisure facilities. There are close links with community clubs and teams in the local authority area.

their aptitudes and interests, however a few would benefit from more encouragement to take up new skills and develop their talents.

Staff treat children and young people with respect and have a genuine understanding of children's and young people's individuality. Children and young people have positive opportunities in school to take appropriate levels of responsibility. Some young people are taking more responsibility for their challenging behaviour as a result of individual support from staff or from specific projects.

Many children and young people overcome barriers that get in the way of their wellbeing. Children and young people looked after away from home are supported well to take part in their wider community. Children and young people with a disability do not experience insurmountable barriers to accessing services. Many children and young people are able to overcome barriers that may have a negative impact on their health, development and education. Children and young people looked after away from home take part in a variety of activities in their wider community.

Play Alloa provides play, social and life skills opportunities for children and adults with disabilities and complex support needs in Clackmannanshire. They support children and young people, through groups, sessions and workshops, to play, enjoy positive social experiences and make friends.

Impact on families

This section is about the extent to which family wellbeing is being strengthened and families supported to become resilient and meet their own needs. It also considers parental confidence and the extent to which early intervention has a positive effect on family life.

This section comments on the extent to which communities participate in the planning and delivery of local services for children, young people and their families.

The extent to which family wellbeing is strengthened is adequate.

Overall, families are strengthened and experience increased resilience. Staff work in partnership with parents to help them to adopt healthy and balanced lifestyles. Families are supported well through a range of helpful services. Family life is improved for many when services are able to offer support before their difficulties get worse. Some parents receive valuable individualised support and guidance from social workers and specialist advice from services such as mental health and addiction services. This is improving their confidence and life skills.

Overall, services are strengthening families and building their capacity to manage difficulties and to be confident and skilful parents. Some parents are benefiting from support to increase their parenting skills which is based on effective accredited programmes, such as the **Triple P and Incredible Years**. Parents of children with a disability and additional support needs value the support they receive from a range of multi-agency specialist services including respite care. Families with young children benefit from multi-agency support through local Family Centres and Community Houses. These centres are effective community resources providing high quality day care and early learning for young children and a wide variety of specialist support for parents. This includes support from community psychiatric nurses to help parents stay mentally healthy and early years workers to increase understanding of child development and how to manage family difficulties. Parents who take part in the valuable programmes from the **Phoenix Centre** develop a range of life skills which helps promote stability in the family. An **asset-based approach** to combining the skills of local people and community networks is helping to overcome health inequalities and strengthen families in Bowmar and Hawkhill in Alloa.

A significant number of families are missing out. These families are not getting the help they need when they need it. Not all families who need support for parenting get the assistance they need, for example, families with older children. Some families are unable to get the service they need when they need it due to a lack of places or long waiting times which leaves them

Triple P stands for Positive Parenting Programme. It offers a variety of practical parenting strategies and support to suit parents with children of all ages and needs. Many studies show Triple P benefits both parents and children.

Incredible Years is a series of interlocking, evidence-based programs for parents, children, and teachers. The aim is to prevent and treat young children's behaviour problems and promote their social, emotional, and academic competence. The programs are used worldwide in schools and research has shown they work.

The **Phoenix Centre** provides a variety of courses to develop skills, as well as individual support for people from Clackmannanshire who experience mental health problems such as depression, anxiety and self-esteem.

Taking an **asset-based approach** involves mobilising the skills and knowledge of individuals and the connections and resources within communities, rather than focusing on problems and deficits. The approach aims to empower individuals, enabling them to rely less on public services.

without sufficient support. A number of families find it difficult to maintain commitment and trust in staff due to frequent staff changes. They told us that changes in staff had a negative impact on how much they were able to benefit from support on offer.

8. How well are services working together to improve the lives of children, young people and families?

Planning services and involving children, young people, families and other stakeholders in service development

This section considers the extent to which integrated children's services planning and strategic planning to protect children is improving the wellbeing of children and young people. It also examines the extent to which children, young people, families and other stakeholders are involved in policy, planning and service development.

The arrangements for planning and improving services for children and young people are adequate.

The Community Planning Partnership in Clackmannanshire demonstrates a clear commitment to strengthening partnership working. The Integrated Children's Services Plan is now out of date. Partners now intend to produce a Single Integrated Children's Services Plan for children and young people living in Clackmannanshire and Stirling.

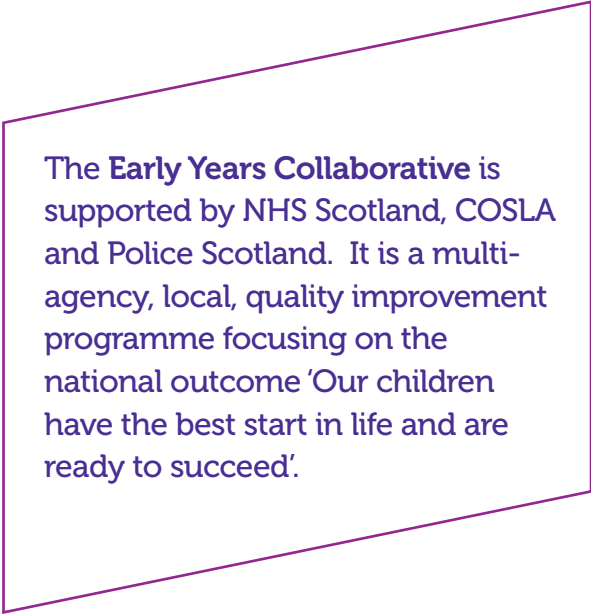
Changes in senior management have delayed its preparation, however it is now underway.

The strategic focus on 'Getting it right for every child' and the work driven by the

Early Years Collaborative is beginning to increase partnership working at all levels.


There are positive examples of how this is beginning to ensure that all children and young people get the best start in life.

Frontline staff are still uncertain about how the integrated children's services plan will underpin further improvements and support their work. At the moment it is difficult for stakeholders to see how targets for integrated services are set or measured and to know if best value is being achieved. Partners now need to increase momentum and implement the changes needed in working practices.



The Early Years Collaborative is supported by NHS Scotland, COSLA and Police Scotland. It is a multi-agency, local, quality improvement programme focusing on the national outcome 'Our children have the best start in life and are ready to succeed'.

The **Child Protection Committee** benefits from effective leadership by the independent Chair. Annual reports outline what has been achieved in services to protect children and young people. However, the complex management structure, involving a number of subcommittees, can often slow down communication and lead to gaps in identifying what work needs to be done. The Multi-Agency Continuous Improvement Group has yet to be fully embedded but is beginning to provide an opportunity to align the work of the Child Protection Committee more closely with other services and reduce the possibility of the needs of children and young people at risk being overlooked. The co-location of services in the Public Protection Service has strengths in relation to the sharing of information and bringing together expertise. However, as supported by a recent review, the potential benefits are not yet being achieved fully. Staff should begin to address this through improved joint self-evaluation and more rigorous analysis of statistical data.



The Child Protection Committee brings together all the organisations involved in protecting children in the area. Their purpose is to make sure local services work together to protect children from abuse and keep them safe.

The participation of children, young people, families and other stakeholders in policy, planning and service development is good.

Services demonstrate a strong commitment to the meaningful involvement of children and young people in policy, planning and service development. They have taken a robust approach to evaluating the participation of children, young people and families in service development and recognise where improvements can be made. There are several examples of effective communication and consultation with children, young people and families. Children and young people feel that they are listened to and that their views are taken into account. Vulnerable young people are encouraged and supported to participate in the development of services. The community planning partnership is committed to including stakeholders in the planning process which is demonstrated through collaboration with the third sector forum. Some parents and families have benefitted from consultation and effective opportunities to participate in service planning. Services are engaging effectively with harder to reach young people through a range of creative approaches. Partners recognise the need to increase service user involvement and influence at a strategic planning level. They are aware that a fully integrated approach to multi-agency communication and implementation of the participation strategy will improve outcomes for service users.

Assessing and responding to risks and needs and planning for individual children and young people

This section examines the quality of assessment of risks and needs in relation to three themes. These are: the initial response when there are concerns about the safety or wellbeing of children; the effectiveness of chronologies to identify significant events in a child's life; and the quality of assessments. It also considers the quality of children's plans and the effectiveness of arrangements to review them.

Assessing and responding to risks and needs is weak.

Overall, services act promptly and appropriately when there are immediate concerns that a child may be at immediate risk of abuse or significant harm. The Forth Valley Public Protection Service supports a co-ordinated multi-agency response through the Multi-Agency Screening Hub for those children and young people who may be at risk of abuse and neglect. Staff work together well to keep children and young people safe in the short term. Suitable alternative accommodation is generally provided when children are unable to remain at home and emergency legal measures are often used effectively to keep them safe. There are, however, a small but significant number of children where the initial response to concerns about their safety or wellbeing is not robust. In these cases, concerns are not always thoroughly investigated or there is a delay in following up on concerns. Staff do not always appreciate fully the degree of risk presented to the child or young person. Some children and young people who have experienced abuse do not have a risk assessment carried out and there can be significant delays in completing this. The response to emerging or accumulating concerns about a child or young person's wellbeing over a longer period of time is not sufficiently robust. For example, staff across services do not always understand or appreciate the impact of chronic neglect or living with domestic abuse.

Staff are maintaining chronologies of significant events in children and young people's lives within their own service. Many chronologies are not of an acceptable standard and are therefore not as helpful as they could be in identifying recurring situations or identifying patterns of risk. Assessments of the risks to and the needs of children and young people are highly variable. Some children and young people have assessments of risk which are appropriately incorporated into comprehensive reports. Some risk assessments are of limited use as they contain minimal information or are incomplete. A few staff use a helpful

Domestic Abuse Toolkit which positively enhances their assessments. Most children and young people have an assessment of needs. However, a few children and young people did not have an assessment of needs carried out and some assessments have gaps or are incomplete. Increasingly, the use of a **shared/integrated assessment framework** is beginning to improve the quality of assessments of risks and needs by considering better all factors affecting the child or young person.

Planning for individual children and young people is adequate.

A shared assessment framework is beginning to improve the quality of the **child's plan**. However, the quality of plans for individual children and young people is mixed, with strengths just outweighing weaknesses. Almost all children and young people who need a multi-agency plan to meet their needs have one. Children and young people on the **Child Protection Register** have individual plans to reduce and remove risks. Staff and families meet regularly to review progress in relation to these plans. Pre-birth planning for vulnerable pregnant women is very effective. Arrangements to review progress of the child's plan are variable and staff are not clear enough about when they should meet to make and review plans. Not all young people leaving care have a **pathway plan**.

The **shared/integrated assessment framework** is used where there is multi-agency involvement with a child. Individual agency assessments are shared to inform an integrated assessment and child's plan.

A **child's plan** records the child's needs and views. The plan lays out exactly what support will be provided, and in what way, to meet the child's needs.

Every local authority area in Scotland has a **Child Protection Register (CPR)**, which is a list, kept by the social work department, of children who may be at risk of future harm. The register is highly confidential and only staff from social work, the police, education and health can get information from it.

Local authorities must assess and determine what advice, help and support they should provide each young person who ceases to be looked after beyond school age. The **pathway plan** lays out exactly what support will be provided, and how.

Impact on staff

This section considers the extent to which staff are motivated, valued and involved in service development. This was an additional area considered by the inspection team because of the changes in services over the last few years.

Staff across all services are strongly committed and professionally motivated to achieving positive outcomes for children, young people and their families. They enjoy their work and feel valued by other practitioners when working as part of a multi-disciplinary team. Every service working with children, young people and families in Clackmannanshire has experienced major change over the past two years such as structural change, recruitment difficulties, or resource reduction. There is a strong sense of collective responsibility amongst senior and middle managers to lead the strategic and operational changes arising from these challenges. Most staff report that they are valued by their managers and when changes to services are being made their views are taken into account. Although staff are positive about actions managers have already taken, the benefits of this have yet to impact on staff morale or practice. Staff would benefit from more information about the vision and strategy for services for children and planned changes in structures and procedures.

9. How good is the leadership and direction to improve services and achieve better outcomes for children and families?

This section is about the extent to which collaborative leadership is improving outcomes for children, young people and families. It comments on the effectiveness of the shared vision, values and aims, leadership and direction and leadership of people. It also examines how well leaders are driving forward improvement and change.

Partners are committed to working together to improve the lives of children and young people, particularly vulnerable children and young people. They have a clear vision for improving long-term outcomes for all people living in Clackmannanshire. Community planning partners realise that they need to clearly articulate the vision for children and young people. This is now needed to underpin and drive service delivery to improve outcomes for children and young people. Community planning partners have clear expectations for equality and inclusion and promote this across all services as new plans and strategies are developed.

The development of a single **Integrated Children's Services Plan** for

Clackmannanshire and Stirling is in its early stages. The integration of local authority services for children and young people is being taken forward through new management and planning structures. Plans are being developed to integrate frontline services. Partners are committed to prioritising prevention and early intervention and are beginning to shift resources towards this. The early and effective intervention initiative is a positive example of successful collaborative approaches to pooling resources to improve outcomes for children and young people at risk of offending. However, current financial pressures are making this more difficult to achieve in new areas of work.

An Integrated Children' Services Plan is for services that work with children and young people. It sets out the priorities for achieving the vision for all children and young people and what services need to do together to achieve them.

Promising approaches to training and development are building leadership capacity. Staff are benefitting from regular and constructive practitioner forums. Not all staff feel included and informed enough about shared service developments and this has a negative impact. Leaders should consider better ways to communicate the rationale behind the shared service agenda to staff to improve engagement and increased ownership in service developments. There is the potential for the challenges and governance around the development of the shared services to seriously undermine the ability to progress and sustain improvements in services. The community planning partners now need to work with staff to overcome these challenges.

Leadership of improvement and change is adequate.

Partners are strongly committed to improving the quality of services for children, young people and families. Chief officers supported the joint **self-evaluation** of services to protect children and young people and as a result are driving forward some key improvements. Individually, services are making constructive use of self-evaluation. Services are, individually, making effective use of information to understand how they are performing and are beginning to identify where improvements need to be made. However, there is insufficient focus

Self-evaluation means taking a close look at what services have done and how well they have done it. It is important because it helps people to see clearly where they need to make improvements.

on joint action to lead to improvement. Shared services have increased the opportunity to share and promote best practice. Partners in Clackmannanshire and Stirling are committed to learning from each other and explore and adopt learning from research another sources.

The joint inspection of services to protect children in 2010 highlighted the immediate actions taken by staff to keep children and young people safe as an area of strength. This report also set out agreed areas for improvement which included the need to strengthen assessments of risks and needs and improve planning for individual children and young people. There has been significant investment across Clackmannanshire to increase the skills and competence of staff in these areas. The local authority also commissioned an independent review of social work services and improvement actions identified. Senior managers are working together with external organisations such as **CELSIS** and **WithScotland** to improve working practices. Overall, there has been some progress in planning for individual children and young people but there is significant room for improvements in the assessment of risks and this continues to be a high priority for partners.

Improving the wellbeing of children and young people is adequate.

Partners are committed to improving children and young people's wellbeing over time and are making adequate progress. They have developed a set of indicators to measure how well they are doing. These are set out in the Single Outcome Agreement and progress is reported annually.

Performance to improve the overall wellbeing of children and young people is variable. Educational attainment is improving steadily. New-born babies are assisted to get a better start in life through earlier antenatal booking and highly effective support for vulnerable pregnant women. Increasing numbers of children and young people are being diverted

CELCIS is the Centre for Excellence for Looked After Children in Scotland. The service works in partnership with a range of professional disciplines to support change and development across the care sector at strategic, operational and practice levels to meet the needs of looked after children.

WithScotland is a national resource supporting professionals working with children and adults at risk of harm and abuse. They connect research with practice, exchange knowledge and ideas and coordinate activities across child and adult protection communities to improve outcomes for children and adults.

from crime through the Early and Effective Intervention initiative. The number of children and young people referred to the Children's Reporter for offending is reducing year on year.

Some key outcome indicators are not improving. A number of health indicators are particularly poor in communities which are most susceptible to the effects of poverty and inequalities. There are still high numbers of teenage pregnancies, low birth weight babies and smoking during pregnancy. However, these are showing promising downward trends. Breastfeeding rates are going down and performance is poorer in more disadvantaged communities. Recent improvements in the attainment of looked after children are not yet a positive trend. Partners face a steadily worsening economic picture compared to other areas in Scotland.

Partners are attempting to understand the underlying reasons and putting in place measures to overturn poorer performance and negative trends. For example, close attention is being paid to reducing school exclusions and increasing positive destinations for school leavers.

10. Conclusion and areas for improvement

Staff across all services are highly committed to improving the lives of children, young people and families and overall this is making a positive impact on children and young people in Clackmannanshire. Many families are receiving helpful support from a range of services to strengthen their parenting skills and increase their confidence. This could be more successful if support was better co-ordinated, available to families promptly and at an earlier stage. A promising start has been made to implementing a 'Getting it right for every child' approach to working with children, young people and their families, and staff understanding of their role is improving but they still need further guidance. Significant changes have taken place over the last few years in the key services that support children, young people and their families. There has not been sufficient improvement in some areas set out in previous inspection reports. There are still important weaknesses in the initial response to children and young people in need of protection and processes to assess risks and needs. As a result some children and young people may be left in situations which place them at risk or without sufficient support to improve their wellbeing.

Leaders now need to articulate a shared, coherent vision and accelerate strategic planning for the integration of services for children and young people. Stronger, collaborative leadership is needed to increase the capacity for improvement and to deliver planned changes at the pace needed to improve outcomes for children, young people and

families. In taking forward improvement, the Clackmannanshire Community Planning Partnership should take account of the need to:

- improve, as a matter of priority, the processes for assessing risks to ensure that all children and young people are afforded the protection and support they need
- improve plans for individual children and young people to manage risk and meet their needs
- ensure that all vulnerable children, young people and their families get the help and support they need at an early stage when they are experiencing difficulties
- implement systematic and robust processes for the joint strategic planning of integrated children's services
- provide the strong collaborative leadership needed to increase the pace of change and improvement across services for children and young people.

11. What happens next?

The Care Inspectorate will ask the Clackmannanshire Community Planning Partnership to publish a joint action plan detailing how it intends to make any improvements identified as a result of the inspection.

Based on the findings of this inspection we are not confident in the quality and effectiveness of services to protect children. Within one year of the publication of the report the Care Inspectorate and other bodies taking part in this inspection will revisit the community planning partnership area to assess and report on progress made in meeting the areas for improvement set out in this report.

Joan Lafferty
Inspection Lead
May 2014

Appendix 1: Indicators of quality

Quality indicators help services and inspectors to judge what is good and what needs to be improved. In this inspection we used a draft framework of quality indicators that was published by the Care Inspectorate in October 2012: 'How well are we improving the lives of children, young people and families? A guide to evaluating services for children and young people using quality indicators'. This document is available on the Care Inspectorate website.

Here are the evaluations for nine of the quality indicators.

How well are the lives of children and young people improving?	
Providing help and support at an early stage	Good
Impact on children and young people	Good
Impact on families	Adequate
How well are services working together to improve the lives of children, young people and families?	
Planning and improving services	Adequate
Participation of children, young people, families and other stakeholders	Good
Assessing and responding to risks and needs	Weak
Planning for individual children	Adequate
How good is the leadership and direction of services for children and young people?	
Leadership of improvement and change	Adequate
Improving the wellbeing of children and young people	Adequate

This report uses the following word scale to make clear the judgements made by inspectors.

Excellent	outstanding, sector leading
Very good	major strengths
Good	important strengths with some areas for improvement
Adequate	strengths just outweigh weaknesses
Weak	important weaknesses
Unsatisfactory	major weaknesses

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