



**Clackmannanshire
Council**

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Kilncraigs, Alloa, Scotland, FK10 1EB (Tel.01259-450000)

Meeting of Clackmannanshire Council

Thursday 10 November 2016 at 10.00 am.

**Venue: Council Chamber, Kilncraigs,
Greenside Street, Alloa, FK10 1EB**

Contact Strategy and Customer Services, Clackmannanshire Council, Kilncraigs, Greenside Street, Alloa, FK10 1EB
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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

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02 November 2016

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Alloa, FK10 1EB, on THURSDAY 10 NOVEMBER 2016 at 10.00 am.

**NIKKI BRIDLE
Depute Chief Executive**

B U S I N E S S

PRESENTATION: CoSLA Excellence Award - Autism Strategy.

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1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Confirm Minutes of Meeting held on 13 October 2016 (Copy herewith)	07
4. Committee Meetings Convened Since the Previous Council Meeting on 13/10/16 <i>(For information only)</i> <ul style="list-style-type: none">• Regulatory Committee on 25 October 2016• Scrutiny Committee on 26 October 2016• Planning Committee on 27 October 2016• Clackmannanshire Licensing Board on 1 November 2016• Social Services Complaints Review Committee 8 November 2016	--
5. Establishment of an Attainment and Improvement Forum – report by Chief Education Officer (Copy herewith)	15
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Clackmannanshire Council – Councillors and Wards

Councillors

Wards

Councillor	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	SNP
Councillor	Walter McAdam, MBE	2	Clackmannanshire North	SNP
Councillor	Bobby McGill	2	Clackmannanshire North	LAB
Provost	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

Appointed Members (3)

Rev Sang Y Cha	Church of Scotland
Father Michael Freyne	Roman Catholic Church
Pastor David Fraser	Scottish Baptist Church

Nb. Religious representatives (Appointed Members) only have voting rights on matters relating to the discharge of the authority's function as education authority.

MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, ALLOA, FK10 1EB, on THURSDAY 13 OCTOBER 2016 at 10.00 am.

PRESENT

Depute Provost Jim Stalker (In the Chair)
Councillor Donald Balsillie
Councillor Janet Cadenhead
Councillor Alastair Campbell
Councillor Kenneth Earle
Councillor Irene Hamilton
Councillor Craig Holden
Councillor Kathleen Martin
Councillor George Matchett, QPM
Councillor Walter McAdam, MBE
Councillor Bobby McGill
Councillor Tina Murphy
Councillor Graham Watt
Councillor Gary Womersley

IN ATTENDANCE

Elaine McPherson, Chief Executive
Nikki Bridle, Depute Chief Executive
Stephen Coulter, Head of Resources and Governance
Stuart Crickmar, Head of Strategy and Customer Services
Ahsan Khan, Head of Housing and Community Safety (Items 1 – 9)
Gordon McNeil, Head of Development and Environment
Celia Gray, Head of Social Services and CSWO
Lindsay Sim, Chief Accountant
Andy Wyse, Solicitor, Clerk to the Council

* * *

The Depute Provost welcomed everyone to the new Council Chamber and thanked everyone involved in getting Council Chambers ready for the meeting.

* * *

On behalf of the Council, the Provost welcomed Celia Gray, Head of Social Services to her first meeting of the Clackmannanshire Council and wished her well in her new post.

CC(16)72 APOLOGIES

Apologies for absence were received from Provost Derek Stewart, Councillor Les Sharp and Councillor Ellen Forson.

CC(16)73 DECLARATIONS OF INTERESTS

Councillor Kathleen Martin and Councillor Irene Hamilton declared a non financial interest in item 8 Clackmannan Regeneration Project as they are both ordinary members of Clackmannan Development Trust.

**CC(16)74 MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL -
8 SEPTEMBER 2016**

The minutes of the meeting of the Clackmannanshire Council held on 8 September 2016 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 8 September 2016 were agreed as a correct record of proceedings and were signed by the Depute Provost.

**CC(16)75 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL
MEETING ON 8 SEPTEMBER 2016**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 8 September 2016.

- (i) Audit and Finance Committee on 15 September 2016
- (ii) Regulatory Committee on 20 September 2016
- (iii) Planning Committee on 22 September 2016
- (iv) Local Review Body on 22 September 2016
- (v) Clackmannanshire Licensing Board on 27 September 2016

CC(16)76 COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

A report was submitted by the Chief Executive which sought Council approval of recommendations which had been made by the Audit and Finance Committee on 15 September 2016.

Decision

The Council agreed:

- (1) From the Audit and Finance Committee of 15 September 2016 in relation to the report entitled, "External Audit Final Report to Members on the 2015/16 Audit"
 - To approve the final amended Accounts for 2015/16.
- (2) From the Audit and Finance Committee of 15 September 2016 in relation to the report entitled, "Council Financial Performance 2016/17 – June Outturn"
 - To approve the additional funding of £150k for the Scottish Welfare Fund from the underspend within Housing and Community Safety"
- (3) From the Audit and Finance Committee of 15 September 2016 in relation to the report entitled "Social Services Finance Report"
 - To approve the Child Care External Placements provider uplift request from Seamab and consider appropriate governance.
 - To approve the creation of the £2 million Earmarked Reserve for Social Services in 2016/17.

Action

Chief Executive

CC(16)77 POLITICAL BALANCE AND COMMITTEE MEMBERSHIP

A report was submitted by the Chief Executive which advised Council of a change in the political balance of the Council and of the implications of that change for the Council's political decision-making framework. The Chief Executive advised that as Councillor Cadenhead had withdrawn her resignation as Chair of the Audit and Finance Committee and recommendations d) and f) in the report were not being put forward.

Motion

That Council agrees that recommendations as set out in the report with the exception of recommendations (d) and (f).

Moved by Councillor Bobby McGill. Seconded by Councillor Graham Watt.

Councillor McGill advised that Councillor Watt will step down from the Audit and Finance Committee, Councillor Martin will step down from the Planning Committee and Councillor Cadenhead will step down from the Regulatory Committee.

Councillor Balsillie advised that Councillor Drummond would take up membership of the Audit and Finance Committee, Planning Committee and Regulatory Committee.

Decision

The Council agreed to :

- (a) Note that Councillor Archie Drummond has joined the SNP political group;
- (b) Note the impact of that on the Council's political balance generally and specifically the implications in respect of the membership of certain Council committees;
- (c) The changes in the membership balance of the Audit and Finance Committee, the Planning Committee and the Regulatory Committee as intimated by Councillor McGill and Balsillie.

Action

Chief Executive

**Councillor Earle withdrew from the meeting during the next item of business. Thirteen (13) members remained present.*

CC(16)78 BUDGET STRATEGY UPDATE

A report was submitted by the Depute Chief Executive which maintained Council's regular update on the Council's Budget Strategy. The report also provided an update on financial planning assumptions and the associated potential impact on the indicative funding gap in 2017/18, and progress with the implementation of workforce related savings agreed in the Council's Budget on the 23 February 2016.

Motion

That Council agrees to note the recommendations set out in 2.1 (a) to (f) of the report, to approve 2.2a as set out in the report and to approve 2.2b as set out in the report.

Moved by Councillor Janet Cadenhead. Seconded by Councillor Bobby McGill

Councillor Balsillie asked that the Council vote on recommendation 2.1, 2.2a and 2.2b as separate items. It was agreed that these recommendations would be taken separately.

Decision on recommendation 2.1 (a) to (f)

The Council agreed unanimously to note:

- (a) the potential timing of the Scottish Draft Budget (as set out in paragraph 3.4 of the report)
- (b) information on key aspects of the Scottish Government's Programme for Scotland 2016/17 which provides an indication of budget priorities (as set out in paragraphs 3.6 and 3.7 of the report).
- (c) the refresh of financial planning assumptions and the indicative funding gap impacts in 2017/18 (as set out in Tables 1 and 2 and paragraphs 4.1 to 4.5 of the report).
- (d) the proposals in respect of implementing Community Matters, Clackmannanshire Council's participatory budgeting pilot (as set out at paragraphs 4.6 to 4.9 of the report).
- (e) progress in the discussions with trade union representative on the implementation of unsocial hours changes in terms and conditions which were agreed as part of the 2016/17 Budget (as set out at paragraphs 4.10 to 4.12 of the report).
- (f) progress with regards the implementation of workforce related savings in 2016/17 in respect of Targeted Voluntary Redundancy and Voluntary Severance (as set out at paragraphs 4.13 to 4.16 of the report);

Decision on recommendation 2.2 (a)

The Council agreed unanimously to approve delegation of authority to senior managers to identify and include additional posts in the TVR pool during 2016/17 to provide potential compensatory savings for those not implemented to date (as set out at paragraph 4.16 of the report).

Voting on Recommendation 2.2 (b)

For the motion	7
Against the motion	6
Abstain from voting	0

Decision on Recommendation 2.2 (b)

On a division of 7 votes to 6 with 0 abstentions, the Council agreed to approve capital funding of £69k to establish Community Matters, the Council's Participatory Budgeting pilot (as set out at paragraph 4.9 of the report)

Action

Depute Chief Executive

CC(16)79 CLACKMANNAN REGENERATION PROJECT

A report was submitted by the Head of Strategy and Customer Services which updated Council on an award of £2 million for the regeneration of Clackmannan as part of the Scottish Government's Economic Development Fund.

Councillor Kathleen Martin and Councillor Irene Hamilton declared a non financial interest in this item as they are both ordinary members Clackmannan Development Trust. Councillors Martin and Hamilton both remained within the Chamber and participated in the item.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Kathleen Martin. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed to note and endorse the Clackmannan Regeneration Project.

Action

Head of Strategy and Customer Services

CC(16)80 STRATEGY AND REGENERATION UPDATE

A report was submitted by the Head of Housing and Community Safety which provided an update on the affordable housing programme and reported on the recent legislative changes introduced by the Housing (Scotland) Act, 2014.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Kathleen Martin. Seconded by Councillor Bobby McGill.

Decision

The Council agreed unanimously to :

- (1) approve the draft Strategic Local Programme, including the shadow programme, for 2016/17 onwards to deliver new affordable housing as detailed in the report;
- (2) approve Clackmannan as the preferred location for the site to be supported by the pension fund;
- (3) approve £230,000 of the 2016/17 Housing Revenue Account budget of £1,530,000 to be earmarked to cover the refurbishment costs of properties purchased; and
- (4) note the remainder of the report, having commented on and challenged it.

Action

Head of Housing and Community Safety

The Depute Provost adjourned the meeting at this point in the proceedings (1218 hours). When the meeting resumed at 1245 hours, eleven (11) members remained present. (Councillor Campbell and Councillor Hamilton withdrew from the meeting during the adjournment)

CC(16)81 STREET LIGHTING LED LANTERN REPLACEMENT PROGRAMME ACCLERATION

A report was submitted by the Head of Development and Environment which updated Council on progress with the LED Lantern Replacement Programme, sought Council's approval to accelerate the programme and the associated energy and revenue savings through the programme and street light dimming.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Kathleen Martin. Seconded by Councillor George Matchett, QPM.

Decision

The Council agreed unanimously to approve:

- (1) amendments to the Council's Capital Programme to increase the funding available for the street lighting LED lantern replacement in financial years 2016/17 and 2017/18 as set out in paragraph 3.6 of the report;
- (2) dimming of street lights to 75% luminance between midnight and 6 am; and
- (3) an application for, and acceptance of a Scottish Government backed interest free loan of £400,000 from SALIX Ltd as part funding towards the Street Lighting Replacement Programme.

Action

Head of Development and Environment.

CC(16)82 PUBLIC BODIES' CLIMATE CHANGE DUTIES: CLACKMANNANSHIRE COUNCIL ANNUAL REPORT

A report was submitted by the Head of Development of Environment which gave an overview of Clackmannanshire Council's compliance with its climate change duties, with measures to improve performance relating to sustainability and climate change.

Motion

That Council agrees the recommendation set out in the report.

Moved by Councillor Kathleen Martin. Seconded by Councillor Graham Watt.

Decision

The Council unanimously agreed to approve the report on Clackmannanshire Council's progress in delivering its climate change duties (as set out in Appendix 1 of the report), for submission to the Scottish Government.

Action

Head of Development and Environment

EXEMPT INFORMATION

The Council resolved in terms of Section 50(A) of the Local Government (Scotland) Act, 1973, that the press and public be excluded from the meeting during consideration of the following item of business on the grounds that it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 9.

CC(16)83 PROPERTY REVIEW 2016/17

A report was submitted by the Head of Development and Environment which sought Council approval for property disposals/acquisitions.

**Councillor Walter McAdam, MBE withdrew from the Chamber during questions to this item. Ten (10) members remained present.*

Motion (a)

That Council agrees the recommendation 2.1(a) as set out in the report.

Moved by Councillor Bobby McGill. Seconded by Councillor Graham Watt.

Decision on recommendation 2.1 (a)

The Council unanimously agreed recommendation 2.1(a) set out in the report.

Motion (b)

That Council agrees the recommendation 2.1(b) as set out in the report.

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

Decision on recommendation 2.1 (b)

The Council unanimously agreed recommendation 2.1(b) set out in the report.

Motion (c)

That Council agrees the recommendation 2.1(c) as set out in the report.

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

Decision on recommendation 2.1 (c)

The Council unanimously agreed recommendation 2.1(c) set out in the report.

Motion (d)

That Council agrees the recommendation 2.1(d) as set out in the report.

Moved by Councillor Kathleen Martin seconded by Councillor Bobby McGill

Decision on recommendation 2.1 (d)

The Council unanimously agreed recommendation 2.1(d) set out in the report.

**Councillor Janet Cadenhead withdrew from the Chamber during part (e) this item. Nine (9) members remained present.*

Motion (e)

That Council agrees the recommendation 2.1(e) as set out in the report.

Moved by Councillor Bobby McGill. Seconded by Councillor Kathleen Martin.

Amendment to (e)

That a further report will be brought back to Council.

Moved by Councillor Donald Balsillie. Seconded by Councillor Craig Holden.

Voting on Amendment to (e)

For the amendment 4 votes

Against the amendment 5 votes

On a division of 4 votes to 5, the amendment was defeated.

Vote on recommendation 2.1 (e)

In terms of Standing Order 14.7, Councillor Craig Holden asked for a roll call vote. At this point there were 9 members present who were eligible to vote. On the roll being called the members presented voted as follows:

For (5 votes)

Councillor George Matchett, QPM

Councillor Bobby McGill

Councillor Jim Stalker

Councillor Kathleen Martin

Councillor Graham Watt

Against (4 votes)

Councillor Craig Holden

Councillor Donald Balsillie

Councillor Gary Womersley

Councillor Tina Murphy

Abstention (0 votes)**Decision**

On a division of 5 votes to 4 with 0 abstentions, the Council agreed to recommendation (e) as set out in the report.

Motion (f)

That Council agrees the recommendation 2.1(f) as set out in the report.

Moved by Councillor Bobby McGill. Seconded by Councillor Graham Watt.

Decision on recommendation 2.1 (f)

The Council agreed recommendation 2.1(f) as set out in the report and agreed that a report should come back to next Council.

Action

Head of Development and Environment.

Ends 1445 hrs

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 10 November, 2016

Subject: Establishment of Attainment & Improvement Forum

Report by: Chief Education Officer

1.0 Purpose

1.1 The purpose of this report is to seek Council's approval to establish an Attainment & Improvement Forum.

2.0 Recommendations

2.1 It is recommended that Council agree to establish the Attainment & Improvement Forum as set out in this report.

3.0 Background & Considerations

3.1 In December, 2015, Council established an Attainment & Improvement Sub-Committee of the former Education, Sport & Leisure Committee.

3.2 With the agreed changes to Council's wider decision-making framework at the start of June this year, the Education, Sport & Leisure Committee was disestablished along with any sub-committees thereof.

3.3 The Administration wish to continue to have a forum which will allow Council to maintain a focus on attainment and, as such, wish to set up the Attainment & Improvement Forum, the remit of which will be to:

a) monitor the implementation of the Attainment Challenge programme in Clackmannanshire;

b) review the effectiveness of the funded activities in meeting the desired outcomes of the Attainment Challenge;

c) review the effectiveness of improvement plans of educational establishments;

d) feedback any matters it feels appropriate to Council or its Committees.

3.4 The proposed Attainment & Improvement Forum would be open to all elected members and also to the religious representatives who sit on Council.

- 3.5 The Forum would meet on a quarterly basis, with the first meeting of the Group being provisionally scheduled for 5 December, 2016.
- 3.6 The Forum would be chaired by the Council’s spokesperson for Education or the depute spokesperson in his absence.

4.0 Sustainability Implications - N/A

5.0 Resource Implications – N/A

6.0 Exempt Reports

6.1 Is this report exempt? No

7.0 Declarations

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

(1) Our Priorities

The Council is effective, efficient and recognised for excellence

8.0 Equalities Impact

8.1 N/A

9.0 Legality

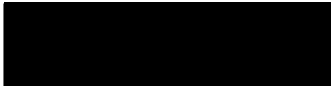

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices - None

11.0 Background Papers –

Report to Council of 2 June, 2016 – The Council’s Political Decision-Making Framework

Author(s):

NAME	DESIGNATION	
Anne Pearson	Chief Education Officer	
Elaine McPherson	Chief Executive	

CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 10th November, 2016

Subject: Budget Strategy Update

Report by: Chief Accountant

1.0 Purpose

- 1.1. The purpose of this report is to maintain Council's regular update on the approved Budget Strategy. This report also provides an update on financial planning assumptions and the associated potential impact on the cumulative indicative funding gap from 2017/18 through to 2019/20, and progress with the implementation of workforce related savings agreed in the Council's Budget on the 23rd February 2016.

2.0 Recommendations

2.1 It is recommended that Council notes :

- a. the timing of the Scottish Draft Budget (paragraph 3.1).
- b. the impact of the refreshed financial planning assumptions for the financial years 2017/18, 2018/19 and 2019/20 (Tables 1 to 4 and paragraphs 4.1 to 4.5).
- c. the update on discussions with trade union representatives on the implementation of unsocial hours changes in terms and conditions which were agreed as part of the 2016/17 Budget (paragraphs 4.6 to 4.8).
- d. progress with regards the implementation of workforce related savings in 2016/17 in respect of Targeted Voluntary Redundancy and Voluntary Severance (paragraphs 4.9 to 4.12).

3.0 Scottish Draft Budget

- 3.1 Following the UK Government's announcement that the UK Autumn Statement will be issued on the 23rd November, the Scottish Budget and Local Government Settlement will be issued on the 15th December. It is anticipated that an all member briefing will be held on the 22nd December 2016 to update elected members on the impact of the settlement for the Council.

4.0 Budget Strategy Implementation

- 4.1 On the 13th October, elected members were presented with revised financial planning

assumptions for 2017/18. These assumptions have now been rolled forward to provide an estimate of the position for 2018/19 and 2019/20. The assumptions used in the October report for 2017/18 remain the same and these along with the assumptions for future years are detailed below and summarised in Table 1 :

- The financial settlement may be of a similar order to that for 2016/17 Budget setting (in 2016/17 this equated to a 3.5% reduction nationally and 5% reduction for Clackmannanshire Council).
- Pay negotiations have opened for 2017/18 and the opening position would, if agreed, represent a significantly greater increase than that currently assumed within the Council's financial planning scenarios.
- It is expected that The Programme for Government will reflect the manifesto commitments, for instance spend on early years childcare, protection for health and police etc.
- The £250 million allocated to Health and Social Care Integration terms and conditions will be discussed between Scottish Government and COSLA. There is therefore, the potential for these to be varied from those applied in 2016/17. Additionally, the funding of full year costs associated with the cost of implementing the Living Wage will also form part of these negotiation discussions.
- The £100 million funding to schools arising from council tax band multiplier changes is expected to be routed via councils with the requirement for this to be passported to schools. It has also been suggested that the £100 million should not be used to offset savings but should be in addition to what would otherwise have been spent in schools.
- The Council Tax Freeze will end in 2017/18 allowing councils to increase Council Tax by up to 3% per annum to fund service delivery.

4.2 Table 1 sets out the low, median and high scenarios' financial planning assumptions in each of the Council's key income and expenditure streams across the financial years 2017/18 to 2019/20.

Table 1: Financial Planning Scenarios: Assumptions for 2017/18, 2018/19 and 2019/20

Assumptions	Low Value	Median Value	High Value
Reduction in General Revenue Grant	2%	5%	7%
Pay award (teaching and non-teaching staff)	1%	2%	4%
Council tax Income increase	1%	3%	3%
Social Services Growth 17/18	£2m	£3m	£4m
Fees and Charges	1%	2%	3%

4.3 Additional assumptions include the following for all scenarios :

- an annual allowance of £1.3m for contractual inflation and £1.2 million for general pressures;
- continuation of the Council’s share of the additional £250 million funding in respect of HSCI;
- an increase in the assumed Council Tax base of 150 properties;
- an estimate of the effect of the increase in the Council Tax multiplier of approximately £1million;
- estimates of growth for Social Services based on current projected outturn. The ‘Low’ scenario assumes that as a minimum the additional £2 million recommended by the Audit and Finance Committee of 15th September and approved by Council on 13th October, would need to be built into the base budget, then median scenario a potential £1million growth, then High value a potential £2 million growth; and
- in the absence of information on the impact of the scheduled Revaluation in 2017/18, NDR income is assumed to increase in line with the 3 year average increase in the poundage since 2013/14.

4.4 Using the assumptions detailed above, Tables 2 to 4 set out the indicative annual and cumulative funding gap across the three scenarios; low median and high. These suggest a potential range in the cumulative indicative funding gap of between £22.5 million and £49.1 million for the three years to 2019/20.

Table 2: Summary of Low financial planning assumption variables for 2017/18 to 2019/20

Year	2017/18	2018/19	2019/20
Net expenditure	120,493	125,678	131,134
Net funding	110,997	109,850	108,611
Annual Indicative funding gap	9,496	6,332	6,695
Cumulative Indicative funding gap	9,496	15,828	22,523

Table 3: Summary of Median financial planning assumption variables for 2017/18 to 2019/20

Year	2017/18	2018/19	2019/20
Net expenditure	122,188	130,097	137,805
Net funding	108,790	105,652	102,627
Annual Indicative funding gap	13,398	11,047	10,733
Cumulative Indicative funding gap	13,398	24,445	35,178

Table 4: Summary of High financial planning assumption variables for 2017/18 to 2019/20

Year	2017/18	2018/19	2019/20
Net expenditure	124,659	136,140	147,030
Net funding	107,007	102,299	97,899
Annual Indicative funding gap	17,652	16,189	15,289
Cumulative Indicative funding gap	17,652	33,841	49,130

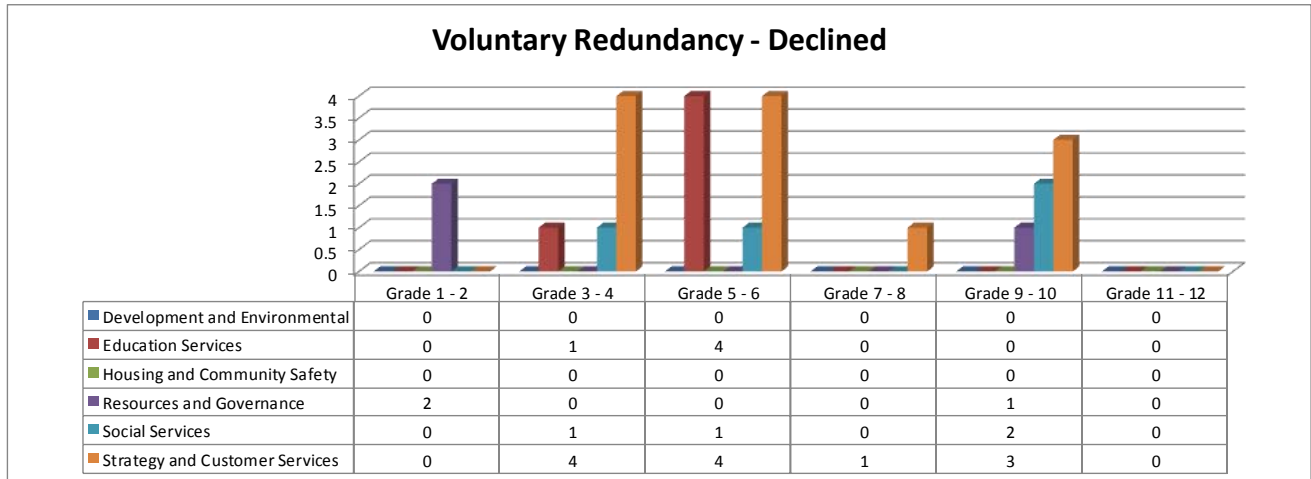
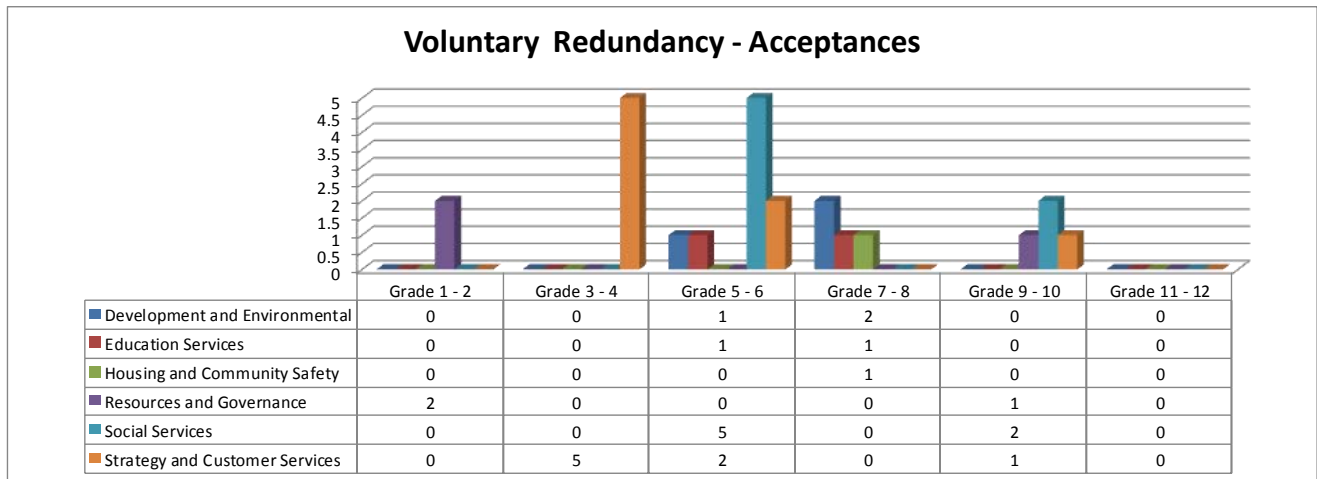
- 4.5 Realistically, it is highly unlikely that the actual outcome will reflect all high, median or low variables in a single option. However, it is considered prudent to plan for the most challenging scenario given the level of uncertainty and lack of detailed information at this stage.

Terms and Conditions

- 4.6 In the 2015/16 Budget setting process, Council approved the commencement of formal negotiations with trade union representatives on redefining the working week. Council approval was additionally confirmed in the 2016/17 budget setting process when £363k of savings relating to redefining the working week, role flexibility and other terms and conditions were agreed (Business case reference MCB 039).
- 4.7 Discussions have been taking place since October 2015. During the intervening period, management has presented a clear proposal which has been discussed with trade union representatives. This has now been discussed and presented by trade union representatives to their members at meetings on 20th October 2016 at Alloa Town Hall.
- 4.8 Following these sessions, the trade unions have provided a formal response to the proposal and a separate paper on this is included on the agenda for this meeting.

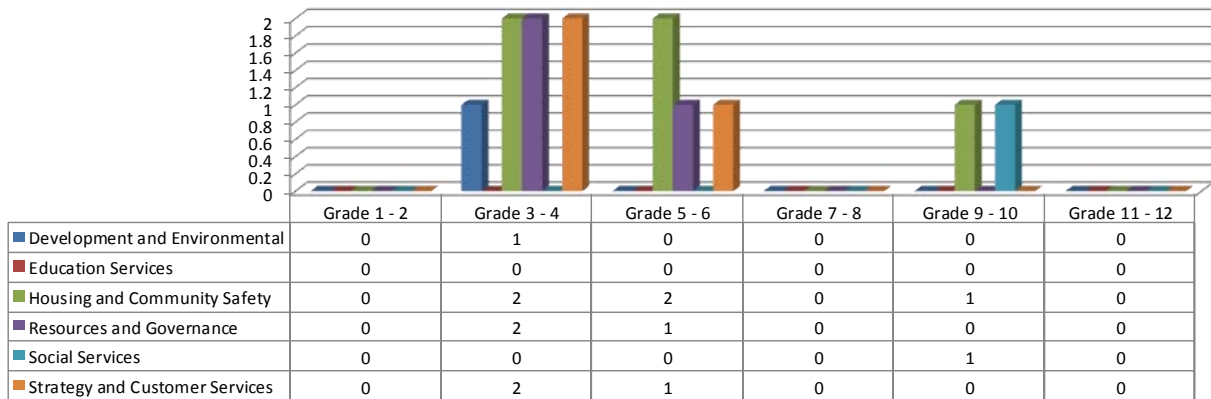
Managed Contraction in the Cost of Employment

- 4.9 At present, 57 out of 58 TVR proposals have been approved by Executive Team for discussion with members of staff. These approved expressions of interest have now all been discussed with individual members of staff and this has resulted in 24 acceptances (10 Full Time and 14 Part Time), 24 rejections (18 Full Time and 6 Part Time), 9 members of staff are still to advise of their intentions. A breakdown of the acceptances and rejections by service and grade is set out in Exhibits 1 and 2 below.

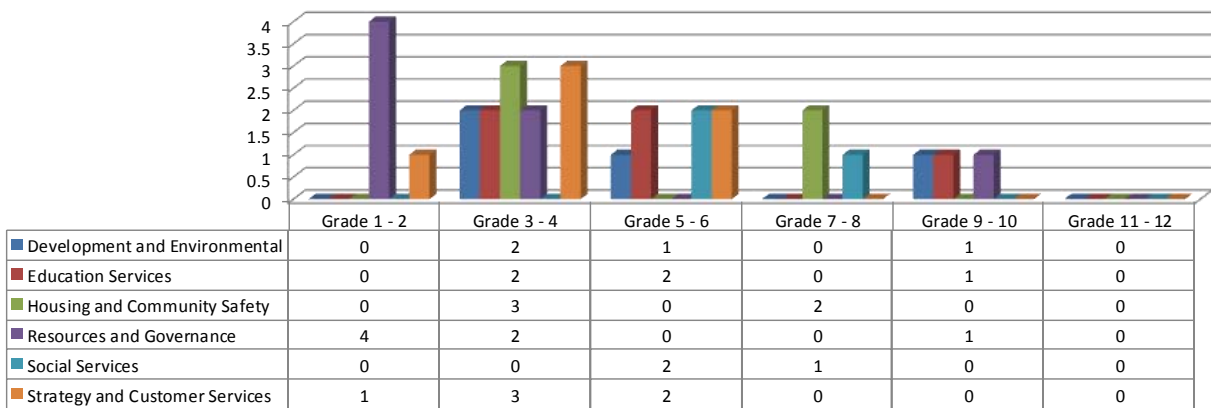


- 4.10 With the majority of TVR having been processed, the next batch of forms (numbering 166) are being processed. These relate to expressions of interest in Voluntary Severance (VS). To date, 72 VS applications have been approved for discussion with members of staff and to date there have been 13 acceptances (7 Full Time and 6 Part Time) and 30 rejections (16 Full Time and 14 Part Time). A further 47 forms are due to be returned by Falkirk LGPS and the remainder are at various stages of the VS Process. The breakdown of VS acceptances and rejections by service and grade are set out below.

Voluntary Severance - Acceptance



Voluntary Severance - Declined



4.11 In summary, at this stage 57 TVR and 72 VS applications have been approved for discussion with members of staff. To date this has resulted in 37 acceptances (24 TVR and 13 VS) and 54 refusals (24 TVR and 30 VS). This means that at this stage, based on leaving dates of staff, the Council has secured £355,580 of TVR savings and £189,206 VS savings against the budget savings of £1.154m and £400,000 respectively.

5.0 Conclusions

- 5.1 The report provides an update on the likely timing of the announcement of the Draft Scottish Budget. It also sets out the range of recently refreshed financial planning scenarios for the financial years 2017/18 to 2019/20. The updated financial planning scenarios suggest a potential cumulative funding gap of between £22.5 million and £49.1 million for the three years to 2019/20.
- 5.2 A further update on the implementation of the Council's agreed 2016/17 workforce related savings is also provided. This has shown little movement since the October report to Council.

6.0 Sustainability Implications

6.1. N/A

7.0 Resource Implications

7.1 *Financial Details*

7.2 Accountancy has been consulted and has agreed the financial implications as set out in the report.

7.3 *Staffing* – the financial impact of planned savings not being delivered in respect of the managed contraction in the workforce is detailed within the report.

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) Council Policies(Please detail)

Budget Strategy

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? N/A

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

None

13.0 Background Papers



- 13.1 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)

Council Budget 2016/17 - February 2016

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Elaine McPherson	Chief Executive	

Report to: Council

Date of Meeting: 10th November 2016

Subject: Review of the Working Week (Unsocial Hours Payments)

Report by: Head of Resources and Governance

1.0 Purpose

- 1.1. To put to Council a proposal to implement the £363k saving (MCB 039 Review of the Working Week) which was agreed by Council in February as part of the 2016/17 Budget.

2.0 Recommendations

- 2.1. It is recommended that Council:
- a) notes the management proposal to implement the saving, progress on negotiations with trade unions and the JTUC formal response;
 - b) takes a view on how it wishes to proceed in light of the above.

3.0 Considerations

- 3.1. Council agreed to £363k of savings for this year related to redefining the working week, role flexibility and other terms and conditions (MCB 039).
- 3.2. This followed on from the previous year's recommendation that formal negotiations are started with the Trade Unions (TUs) on redefining the working week. Budget savings were identified in 15-16 across two financial years of £150k per year which have not so far been met. Specific discussions with the TUs began in October 2015.
- 3.3. Further analysis has been undertaken to fully establish the value of payments and to whom they are paid. A full saving related to this activity was then proposed for 16-17. The £363k saving was identified.

4.0 Payments Summary

- 4.1. Unsocial hours payments are those payments paid to staff who within the normal working week (defined for this purpose as the first 37 hours) work any

hours between 20:00 and 07:00 Monday to Friday or at any time during the weekend.

- 4.2. Hours worked between 20:00 and 22:00 on weekdays are paid at time and a quarter and all other time is paid at time and a third.
- 4.3. The Council pays the minimum living wage (MLW). In effect this has eradicated Bands 1 and 2 of the Council's pay scale.
- 4.4. The Scottish Local Government Living Wage level is now £8.33. The MLW is expected to rise in Scotland to £10 per hour by 2020.
- 4.5. Unsocial hours payments are in addition to the plain time rate which the Council is currently paying on the MLW rate not the substantive rate.
- 4.6. Unsocial hours are paid on either a contractual basis or a non-contractual basis. If paid on a contractual basis the employee has unsocial hours detailed in their contract of employment so that is their personal agreement between themselves and the Council and are, in effect, a fixed payment. If they are non-contractual the payments are covered by the Council's general terms and conditions applicable to any employee covered by the single status agreements and so they vary based on the hours that an employee works.

5.0 Negotiation Progress

- 5.1. A Contract of employment is in law an agreement between an employer and an individual employee and any variations to the contract need that individual's agreement. However, in the Council, relevant changes in terms and conditions can be negotiated with Trade Unions on behalf of groups of staff irrespective of whether individual employees are members of the recognised trade unions.
- 5.2. Discussions have been taking place since October 2015. Two meetings were specifically held at that time between senior representatives from services and the JTUC at which the management position was put forward and responses received from the TUs. Offers were made at that point to share information as broadly as possible with the TUs. As a result of TU feedback, the management position was altered to recommend that Council offer a buy out of contractual terms.
- 5.3. Throughout the first half of 2016, unsocial hours updates were provided at the regular management and trade union meetings on progress with elected members. Following the change in administration, a series of meetings took place from July onwards covering both redeployment and unsocial hours. The management position on taking forward changes to unsocial hours was highlighted and TU intentions on taking forward the consultation process with their members were explicitly requested. The offer of any further information or analysis was also made to help TUs with their deliberations.
- 5.4. An article was placed on Connect on 20th September alerting staff to the potential changes that were being put to Council. Arrangements were made for the TUs to consult with their membership on the proposals and a series of meetings took place at Alloa Town Hall on the 20th October.

- 5.5. Feedback from the meetings provided by the TU leadership indicates a negative reaction to the proposals and members at the meetings voted unanimously to reject the proposals. The TU leadership highlight perceptions of unfairness because the changes affect those at the lower end of the pay scale and women disproportionately. They also question the spending priorities of the Council and the impact on morale and goodwill if changes are imposed. A statement has been prepared for elected members by the JTUC.

6.0 The Proposal

- 6.1. The key reasons for these proposed changes are:
- the contribution to reducing the budget gap,
 - the long term affordability of the MLW,
 - the preservation of employment,
 - the flexible working choices that weekend and evening working represents.
- 6.2. Following negotiations and taking on board the TU feedback the Management proposal is that Council pay a one year compensation payment to those staff receiving contractual elements as a lump sum. The lump sum would be the value of the payment received in 2015/16 by the individual staff member and would be paid for from the employment fund.
- 6.3. This payment would buy out the condition from individual contracts where applicable. It is possible that a staff member could refuse and The Council would then need to consider the legal implications of imposing the change. In effect the staff member would be dismissed and re-employed on revised terms and conditions.
- 6.4. This offer cannot be made unless the overall change in terms and conditions (i.e. change to the White Book) to remove the unsocial hours payments is either agreed by the TUs or the change is imposed by the Council. Without this agreement the Council would be paying a lump sum to remove the condition from those with contracted payments only to replace it with a payment the staff member would be entitled to as part of the single status agreement.
- 6.5. Night shift work would still attract an enhanced payment at the rate of time plus one third and would be payable for any hours worked between 22:00 and 06:00. Following negotiation with the TUs, management listened to the feedback and the position altered. Originally the recommendation would have been for the payment to have been for a full night shift only but the disruption to staff who have to stay on late in certain circumstances, such as late lets of Council buildings, has been acknowledged.
- 6.6. In summary, the proposal is that Council introduces the changes to non-contractual unsocial hours payments in addition to buying out contractual elements.

7.0 Comparable Situations

- 7.1. Research carried out by HR in 2015 demonstrated that different local authorities had very different approaches to unsocial hours including different rates and different time periods.
- 7.2. The most obvious parallel is in the National Museums (NMS) where the PCS Union represents the staff. In 2010 new staff were employed on the plain time rates for unsocial hours leading to what was described as a 2 tier workforce. This led to prolonged industrial action. Efficiency savings and Scottish Government support helped NMS and PCS resolve the dispute. Weekend allowances were bought out and the pay rates of the lowest paid were enhanced.

8.0 Financial Analysis

- 8.1. Appendix 1 provides a breakdown of unsocial hours payment by service and element. In 2015-16 unsocial hours payments amounted to £676, 061 in total. Of this 37% (£252,228) was spent on contractual hours and 63% (£423,888) on non-contractual.
- 8.2. Overall Social Services is the biggest user of unsocial hours payments and accounts for 64% (£435,430) of expenditure.
- 8.3. Management are of a view that allowances for night working should continue to attract an allowance at the current rate. Appendices 2 and 3 shows that with current working patterns for contractual and non-contractual hours such an arrangement would cost £83, 309 for contractual hours and £58, 999 for non-contractual. This is a total cost of £142, 308.
- 8.4. Appendix 2 also shows that to take forward the Trade Union suggestion to pay 1 years worth of contractual hours payments to buy out the entitlement would cost £168,919.
- 8.5. Appendix 3 also shows that to remove all the remaining unsocial hours payments would save the Council £364, 834 although this would reduce to around £356, 980 if all night hours, not just the continuous night shift working, are included.
- 8.6. If Council does not wish to pursue Management's proposal, it will lose the opportunity to make a revenue saving of around £90k in the remainder of this financial year and the opportunity to make an annual reduction in the pay bill of £363k.

9.0 Sustainability Implications

- 9.1. None

10.0 Resource Implications

- 10.1. *Financial Details*

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

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

10.4. Staffing

10.5. Staff costs will be reduced by approximately £363k per annum. Approximately £168k will need to be invested for a one year buy out of contractual terms

11.0 Exempt Reports

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

12.0 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

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)

13.0 Equalities Impact

13.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

An EQIA was carried out as part of the development of Business Case MCB 039 Review of the Working Week on which these proposals are based. The EQIA concluded the following:

An EQIA may indicate a disproportionate impact on low paid female workers although this should be offset by the Council's policy of paying everyone the Minimum Living Wage. Any changes to Ts and Cs are likely to affect women more because the Council employs far more women (79%) than men

14.0 Legality

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

15.0 Appendices

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

Appendix 1 Unsocial Hours By Service and Element

Appendix 2 Contractual Unsocial Hours With Night Payment Remaining and Cost of 1 Year Compensation

Appendix 3 Non-contractual Unsocial Hours With Night Payment Remaining and Full Year Saving in Year 1

Appendix 4 Connect Message

16.0 Background Papers

- 16.1 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

BBC report on NMS/PCS dispute <http://www.bbc.co.uk/news/uk-scotland-edinburgh-east-fife-36054118>

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stephen Coulter	Head of Resources and Governance	Extension : 2022

Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	
Nikki Bridle	Depute Chief Executive	

Appendix 1: Unsocial Hours By Service and Element

	R&G	S&CS	SWS	Edu	D&E	H&CS	Element Total
Contractual							
Nights	£42,090	£158	£78,432			£4,878	£125,557
Saturday	£6,507	£13,791	£24,460	-£8	£6,174	£6,076	£57,000
Sunday	£3,804	£5,741	£21,231		£6,174	£6,926	£43,876
Unsocial	£2,306	£12,519	£6,172	£651		£4,146	£25,795
Service Total	£54,707	£32,210	£130,295	£643	£12,348	£22,026	£252,228
Non-Contractual							
Night hours	£796	£5,489	£58,999	£1,500			£66,784
Night Hours (non pen)		£35	£34				£69
Night/Weekends	£2,128	£3,313	£11,691	£143	£14,599	£4,841	£36,715
Night/Weekends (Pen)	£6,616	£5,298	£29,780	£49	£24	£270	£42,036
Unsocial	£252	£1,005	£967	£706	£537	£1,205	£4,672
Unsocial (Pen)	£662	£411	£2,531			£104	£3,709
Unsocial Hours	£968	£11,481	£41,286	£4,869			£58,603
Unsocial Hours (non pen)		£3	£26				£29
Weekend hours	£3,814	£30,802	£159,531	£16,407			£210,554
Weekend hours (non pen)		£271	£391				£662
Service Total	£15,236	£58,109	£305,236	£23,673	£15,160	£6,420	£423,833
Grand Total	£69,943	£90,319	£435,530	£24,316	£27,507	£28,446	£676,061

Appendix 2: Contractual Unsocial Hours With Night Payment Remaining and Cost of 1 Year Compensation

	R&G	S&CS	SS	Edu	D&E	H&CS	Buy Out Costs	Night Costs Remaining
Contractual								
"Full Nights"			£78,432			£4,878		£83,309
Nights	£42,090	£158						
Saturday	£6,507	£13,791	£24,460	-£8	£6,174	£6,076		
Sunday	£3,804	£5,741	£21,231		£6,174	£6,926		
Unsocial	£2,306	£12,519	£6,172	£651		£4,146		
Total	£54,707	£32,210	£51,863	£643	£12,348	£17,148	£168,919	

Appendix 3: Non-contractual Unsocial Hours With Night Payment Remaining and Full Year Saving in Year 1

	R&G	S&CS	SS	Edu	D&E	H&CS	Potential Yr 1 Savings	Night Costs
Non-Contractual								
"Full Nights"			£58,999					£58,999
Night hours	£796	£5,489		£1,500				
Night Hours (non pen)		£35	£34					
Night/Weekends	£2,128	£3,313	£11,691	£143	£14,599	£4,841		
Night/Weekends (Pen)	£6,616	£5,298	£29,780	£49	£24	£270		
Unsocial	£252	£1,005	£967	£706	£537	£1,205		
Unsocial (Pen)	£662	£411	£2,531			£104		
Unsocial Hours	£968	£11,481	£41,286	£4,869				
Unsocial Hours (non pen)		£3	£26					
Weekend hours	£3,814	£30,802	£159,531	£16,407				
Weekend hours (non pen)		£271	£391					
Total	£15,236	£58,109	£246,237	£23,673	£15,160	£6,420	£364,834	

Appendix 4 – Connect Message on Unsocial Hours

Discussions with trade unions - proposed changes to allowances for non standard hours (single status/craft)

Last Updated on Tuesday, 20 September 2016 10:52

Published on Tuesday, 20 September 2016 10:52

12.0 Written by Karen Payton

13.0 Over several weeks Council officers have been in discussions with Trade Union representatives regarding proposed changes to allowances for non standard hours ie unsocial hours/weekend work/night working which cost the Council almost £1m for 2015/2016

The key reasons for proposing these changes are:

- the preservation of employment,
- the flexible working choices that weekend and evening working represents,
- the contribution to reducing the budget gap,

The current arrangements for single status and craft staff are:

Unsocial hours – time plus one quarter for any hours worked between 2000 – 2200 Monday to Friday

Night and Weekend Work – time plus one third for any hours worked between 2200 and 0700 midnight Monday – midnight Friday or at any time on a Saturday or Sunday.

The proposed changes to the single status and craft agreements would remove enhanced payments for unsocial hours and weekend working. Night hours would however be unaffected by the change. These changes would save almost £400K*.

At present unsocial hours/weekend hours can be paid on either a contractual basis or a non-contractual basis. For those staff who are in receipt of payment for contractual unsocial/weekend work, the Council will write individually to you should the proposed changes be agreed with a proposal to “buy out” your contractual allowance.

Trade Unions will shortly arrange briefing sessions to discuss these proposed changes with staff and seek views on the above. Staff are encouraged to attend and managers are asked to release staff wherever possible to attend

Thereafter Trade Unions will provide feedback to Officers which will be included in a paper to be submitted to Elected Members for their consideration and decision.

* Based on an average Grade 7 salary this equates to 13 FTE

Chris Alliston
HR Service Manager

Report to Clackmannanshire Council

Date of Meeting: 10 November 2016

Subject: Putting Customers First – Local Service Provision

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. On the 11 August 2016, the Council agreed to undertake a public consultation on the Administration's vision for Local Service provision. The purpose of this paper is to report on the results of the consultation.

2.0 Recommendations

- 2.1. It is recommended that Council notes:
- 2.1.1 feedback from the public consultation; and
 - 2.1.2 that a further report will be brought to Council on proposals arising from the consultation.

3.0 Considerations

Approach

- 3.1. The consultation exercise was conducted between 12 August and 17 October 2016. It consisted of the following approach:
- online using the CitizenSpace consultation tool;
 - surveys/suggestion boxes in each CAP and other public buildings and facilities;
 - opportunities for face to face discussions through public meetings and drop-in sessions in Alloa (town centre and Alloa South & East), Sauchie, Tullibody, Menstrie, Alva, Tillicoultry, Dollar and Clackmannan;
 - staff and partner communication and engagement.
- 3.2. A visit was undertaken to see North Lanarkshire's First Stop Shop approach, and there was desktop research of approaches being adopted by councils elsewhere.

Engagement Feedback

- 3.3. Over the course of the consultation, 266 written responses were received. A full report on the consultation results has been provided at Appendix 1, however the key themes were as follows:
- Most respondents indicate that there should be a local service provision in Alloa Town Centre, however, there appears to be markedly less support for a similar presence in Alloa South East;
 - Between 60% to 70% of respondents indicated a preference for some form of local presence in most of the communities listed at 3.1, except for Tillicoultry (72.5%) Alloa Town Centre (82.7%) and Alloa South and East (49.2%).
 - At the same time, many respondents recognise that the Council needs to make significant savings, with open-ended feedback expressing concern about the Council's ability to resource services in every community, that more services should be put on-line, and a divergence of views in terms of either centralising services in Alloa, or providing better access locally;
 - Respondents indicate strongest preferences for information, advice, signposting and general customer services to be provided locally, with preferences expressed least strongly for triage to assess for specialist services;
 - Two thirds (67%) of respondents expressed a desire to see additional services delivered locally, with open-ended comments suggesting there is recognition that the voluntary sector could play a wider role;
 - Irrespective of the local services model, open-end responses suggest there are opportunities to better coordinate services around customers, and to improve the standard of local services.
- 3.4. There is a desire from partners to look at more integrated working locally in line with public sector reforms generally, and more specifically, the Community Empowerment Act 2015. Engagement with partners however emphasised a need to recognise that this must be seen in the context of cost reduction imperatives on all public sector organisations, who in many cases are also heavily engaged in implementing complex public sector reforms, e.g. health and social care integration.
- 3.5. In essence, there is desire to look at how costs could be reduced and service improved by sharing resources and facilities, where feasible and appropriate, however, at a time when most are already looking to consolidate their own asset base, there does not appear to be a strong economic case for them to operate routinely from more service points across Clackmannanshire. That said, there is recognition that consolidation of community learning and development resources at a local level would be advantageous. For instance, most partners recognise that community services for younger people and older people delivered in partnership with communities is an essential part of public sector reform, and there is scope undoubtedly to explore better signposting and some form of local presence by appointment.

- 3.6. Engagement with a number of voluntary and community organisations in Clackmannanshire indicates an increased awareness and appetite for discussion on local service design and provision, from potential for full asset transfer to some form of co-production, whereby, for example, we have or could provide trusted partner status to groups who become key holders for Council-run community facilities for toddlers groups or to run lunch clubs for older people.

Practice Elsewhere

- 3.7. Looking at what a number of other councils are doing, here and elsewhere in the UK, it is clear that there is similarity in terms of issues and solutions already being considered in Clackmannanshire:
- Increased 'channel-shift' with more services being routed to contact centres or preferably self service on-line, which by some margin are the lowest cost channels to administer;
 - An emphasis on reducing repeat demand (sometimes known as failure demand) and 'getting it right first time', ensuring customers in need of more complex advice or support are quickly routed to appropriate specialists in recognition that early intervention is the next best to prevention;
 - Partly driven by necessity, partly by community empowerment, but also recognition that communities are better placed, an increase in proactive community asset transfer and co-production with the voluntary sector to deliver community services;
 - A consolidation of as many services as possible under one roof to enable disposal or other uses to be found for buildings, including community asset transfer;
 - An increasingly urgent need to significantly reduce operating costs through transforming models of operation that have existed for decades but now increasingly out of kilter with current customer need and preferences;
 - Falling demand for traditional face to face services, resulting in a changed emphasis towards advice, guidance and signposting, increased rationalisation of opening hours and a move to fewer service points overall to remain sustainable.
- 3.8. Whilst the scale is significantly different (a First Stop Shop in Motherwell alone services a population of around 60,000), the visit to North Lanarkshire highlighted a number of learning points: a 'One and Done' initiative, with strong emphasis on the customer enquiry being resolved at initial contact, or, if needed or appropriate, fast track referral to advice or specialist advice services, which were co-located in an adjacent back office area. This included partner agencies. There is also a drive to minimise face to face demand through promoting the availability and ease of online services.
- 3.9. Looking further afield and at more complex areas of business, a number of English councils have transformed customer service through improving

access to social work services using technology more effectively. This has included redesign of websites to make information about services easy to find, and also clearly signposting support services provided by other agencies. Social services helpline numbers allow customers (or officers working in local offices) to speak directly to specially trained contact centre advisers who can provide advice or assess need and refer customers to specialists. Given social work services in Clackmannanshire deal with upwards of 8,000 calls per month, a proportion of which we already know is failure demand, there is potential to significantly improve access to services, whilst reducing costs.

Affordability & Options

- 3.10. In line with other authorities, this Council need to significantly transform its operating models to ensure financially sustainable services.
- 3.11. There is political consensus that a local service presence should be maintained in communities and consideration needs to be given to the nature of that presence taking into account the budget context and the consultation feedback set out in this report.
- 3.12. Based on the recent community engagement, it would appear that most respondents agree that, regardless of the specific model of delivery which Council takes forward:
 - some form of local presence should be retained – though there is less support to see additional presence in Alloa South and East;
 - the model needs to better coordinate services for customers - the “one and done” approach;
 - we should be enhancing access to online services to improve customer service and reduce cost;
 - in one form or another, we should be integrating and co-locating as many community services as we can, whether it be council, partner or voluntary sector;
 - the primary local services should be information, advice and general customer services, but there is also appetite for specialist referral and appointment-based services. This includes partner services;
 - there is scope to look at partner integration, however, this is more likely in larger, more centralised facilities in Alloa;
 - there is increasingly scope and desire to work in a more integrated way with the community and the 3rd sector.
- 3.13. Further to the public consultation exercise, therefore, work is now ongoing to develop options for future Council consideration. Such options could include the following elements:
 - a programme to facilitate fast tracking to specialist services or advice services by appointment where early intervention is required;

- a programme for co-locating related council and partner specialist services where it makes customer service and economic sense to do so;
- a programme for community asset transfer in line with the requirements of the Community Empowerment Act;
- a refreshed and relaunched Customer Charter with accompanying staff development programme, combined with a staff development programme utilising a simple Customer Service Excellence technique known as Customer Journey Mapping, designed to allow staff to understand service experiences from the customer's perspective. This will be financed from a top-slice of the corporate training budget.
- the development of a significant programme for enhancing and improving our online and contact centre offering, commencing with Social Work contact management handling with an initial target to reduce unnecessary contacts using a 'one and done' approach.

4.0 Sustainability Implications

4.1. Sustainability is an inherent aspect of this paper.

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing – any staffing implications will be addressed in the Options Appraisal*

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

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)

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 Not applicable

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Results of Putting Customers First Consultation

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

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Putting Customers First Consultation Report. 20th October 2016

Approach

The Councils 'Putting Customers First' consultation was carried out over 9 weeks between 12th August and 17th October 2016. The purpose of the consultation was to seek views on the Putting Customers First core model and to understand if there were any additional requirements communities would like to see incorporated into a new way of working.

The approach involved an online survey hosted on the councils Citizen Space consultation site; paper versions of the survey in 11 community locations with return post boxes; 11 drop-in sessions and 11 public meetings.

The communications strategy for the consultation comprised 2 press releases (11th August and 3rd October - both picked up by Alloa Advertiser and Stirling Observer); Social Media campaign on facebook and twitter; Clacksweb and Connect main page presence throughout the duration of the consultation; coverage in grapevine; posters in each community venue; full information to partners and stakeholders including community groups, community councils, tenants and residents federation and CTSI.

Paper copies of the survey were made available in 11 community locations throughout Clackmannanshire. These were accompanied by posters in each location. In addition 1700 copies of the survey were circulated to all houses in Clackmannan with the Clackmannan Development Trusts newsletter.

The Putting Customers First web page was visited 516 times over the course of the consultation. We published 90 posts on Facebook and Twitter over the 8 week period and reached 451,225 accounts, with 59 retweets, 84 likes and 1 comment received. Social media was tailored to promote each drop-in and public meeting with posts scheduled a week before, the day before and on the morning of events. Retweets and shares from partners were also requested.

Given the corporate 'reach' through social media with almost 6000 Facebook users and over 8000 Twitter users, online engagement with this consultation has been particularly low compared with previous consultation activity.

Results

Overall 266 responses were received – around 26% online and 73% paper return. 89.1% of respondents stated they currently live in Clackmannanshire.

Predominant age groups of participants were 31-50 years (36.84%), 51-65 (29.32%) and 65+ (21.43%). Respondents under the age of 30 accounted for around 7% of participants.

Respondents were not asked which community they lived in on the online survey, however the majority of paper based surveys were returned from Sauchie, Alva, Alloa Spiers, Clackmannan and Tillicoultry communities.

Question 1 - Do you agree that the following local services should be provided in your community?

265 people answered this question. Support was particular high for information, advice and signposting services; general customer services and support for applying for services.

	Yes	No	Don't know
Information, advice and signposting	89.85%	5.64%	1.88%
General customer services	90.98%	4.89%	1.50%
Support for applying for services	82.71%	9.77%	3.38%
Direct access to certain services	76.69%	13.91%	4.89%
Single point of contact	80.83%	12.03%	4.14%
Advice/info on specialist services	78.20%	12.41%	4.51%
Triage system to assess for specialist services	68.80%	13.91%	12.41%
Opportunities for CLD/Volunteering	77.82%	10.90%	5.64%

Question 2 - Do you agree that local services should be provided in the following communities?

260 people answered this question. Support was broadly similar across most communities although particularly high for Alloa Town Centre and low for Alloa South and East.

	Yes	No	Don't Know
Alloa Town Centre	82.71%	3.76%	2.63%
Alloa South and East	49.25%	22.56%	10.15%
Alva	69.92%	9.77%	4.51%

Clackmannan	67.67%	11.28%	7.14%
Dollar	68.05%	9.40%	5.64%
Menstrie	61.65%	11.28%	8.65%
Sauchie	65.04%	13.53%	7.52%
Tillicoultry	72.56%	7.14%	5.64%
Tullibody	66.54%	10.90%	6.77%

Question 3 - Would it be helpful if other organisations such as police, health and voluntary groups provided additional services in your community?

227 people answered this question. 67% of respondents agreed that they would like to see additional local services in communities. There was support for more police, health, third sector and community warden services to be provided in communities.

	Yes	No	Don't Know
Additional Services from Partners	67%	6%	12%

Themes Identified from Open Ended Questions.

More than 280 comments were provided through the consultation. These have been grouped into key themes below but the full set of comments are provided in appendix A.

Concerns with standard of current services in local buildings – need to be providing more assistance/signposting to services.
Need for digital/online services – more self service/information on services – deliver as much as possible online.
Need for better opportunities for Community Learning and Development and adult learning.
Need for better co-ordination of current services around customers.
Mixed views on local cash payments in CAPs – some respondents wanting to be able to make payments locally but others wanting the Council to move to providing better digital services.
Concerns about Council budget/resources to have services in each community – fewer higher quality services better than several lower quality services.

Other organisations/charities have a role to play with providing advice/information and signposting to services.
Divergence of views on location of specialist services – some want these in a purpose build centralised location, other advocating for easier local access.
Need for improved bus services/transport to make accessing council services easier.
Need to Improve the efficiency of current services
Need to Improve the quality of customer services

Feedback from public meetings

47 participants attended the public meetings held throughout September 2016. Key themes from the meetings were:

1. General support with the principles of Putting Customers First.
2. There are some good local facilities in Clackmannanshire– these should be upgraded to meet local need. Local facilities should be flexible spaces to accommodate different uses.
3. Local services should be in centre of communities and accessible to all – schools are not the best places as they are normally away from the centre and more difficult to access on foot.
4. More partnership work with communities should be undertaken to jointly run services and facilities and social enterprises should be encouraged/supported in local communities (ie cafes etc).
5. There is a requirement for local community information centres in each community.
6. Would be preferable to have an appointment system for specialist services being in community on a specific day – this would save staff sitting in an office all day without customers
7. Signposting imperative from local “hub”/ Local “hub” can network with other parts of the Council
8. Although there will be a main office in Alloa, this central point may not be accessible to many parts of the community due to the changes in transport links (Cambus – hospital bus only running)
9. Need staff to be properly trained, first point of contact, take ownership. Staff on front line need to be skilled to be able to signpost to services available

10. Web could be better to help channel shift.
11. For those not on the web more should be done, (ie by newspaper/ free paper) detailing available services and contact information.
12. General support for booking appointments for services at Kilncraigs and/ or a home visit if available.
13. Roads, street cleaning and customer services reception mentioned as areas for improvement.

Appendix A – Full list of Responses to Open Questions.



Appendix A – Full responses to Open Questions

Do you agree that the following local services should be provided in your community? - If you answered no or don't know to the above, tell us why.
Would rather they were at a HQ. There may be better requirements in certain areas where certain types of services would be relied upon more than other areas.
Why do the Council keep changing their mind on what they think all the communities need.
not sure this would work definitely not a one size fits all approach some areas would not require all services.
It depends on who is making the decisions and ensuring they are able to make these decisions on a knowledgeable and consistent basis. I would also hope this would not prevent individuals and families self referring directly to specialist services.
As much as libraries etc are relevant, the level of customer service is not good in the libraries. The customer should be put first over inanimate objects, such as furniture. Time again I've heard library staff saying that they'd get to people once they've moved chairs around. It should be the other way round. Furniture can wait, people can't always. Staff are not that helpful towards disabled people. Disabled access, even in the Speirs is shocking for wheelchair access, especially on the floor with Fiction on it. Customer service towards abled people is not much better. It's very patchy. Some staff can be bothered doing their job and others really cannot. As for reporting faults, yes probably that is a good thing.
Community learning and development is important given the Community Empowerment Act and Asset transfer.
These services could probably be found online.
Opportunities for community learning and development/volunteering - I feel the Third Sector and local colleges should lead on this
Maybe the Council should try and do a few things very well, rather than try and do everything badly. People themselves have to start taking responsibility for improving their outcomes, accessing the services they need and generally "living". The country (and county) is becoming a nanny state with people unable to think (or do) anything for themselves.
Having had CAP offices for years and were moving towards centralising everything why now do we need to go back to local offices/centres/caps/hubs? It will cost more to start up these offices and staff them.
Specialist Services are just that specialist and need to be provided appropriately and from appropriate facilities.
If council staff worked closer together and shared information better and I didn't have to chase all the way to Alloa then life would be a lot easier. I stay in Tilly and everything is in Alloa. Clackmannanshire is not just Alloa!!

No need prefer to visit main office for the specialist information.
I would just like to add that I find the majority of Customer Services staff to be OK but there are some horrors you need to sort out - so rude and treat people like inferior people - I have experienced this in Sauchie and Kilncraigs - Speirs staff have always been helpful.
These services should either be delivered online or via specialist locations with the right staff. Information and advice should be made available online and the voluntary sector could be doing more to help people to be more technically aware - afterall they have to either phone or go online to access information or arrange other services (utilities etc).
For goodness sake what is happening - I thought we had already been through a consultation process about the settlement/locality hubs. What are the new Administration thinking of - they need to understand the real needs of the community instead of thinking everyone thinks their way. It is 2016, bring yourself out of the dark ages Clackmannanshire Council, stop wasting money and time re-consulting and re-consulting on the same things all the time. Remember your electorate!!!
I am unsure if direct access to services are required if there was a possibility that a single point of contact could manage this then the customer would have a better experience with all partners.
I've not long moved here and I cannot believe there is no Community Learning and Development Service.
Advice on a range of issues should be given via CAB, an independent organisation. Single contact point doesn't sound doable! Council call centre poor as it is.
I cannot believe the Council are wasting time consulting again. I completed the same kind of exercise just a while ago. Just because we have a "new" Administration it's change for the sake of it. Really do these people who make all the decisions for our area really think these questions are appropriate to shape the future of Clackmannanshire. Disgraceful.
Fault reporting should remain centralised
1. Single point of contact is not necessarily best. Better to be guided to the right official right away i.e. the person with the right expertise and knowledge. 2. Triage can result in uncertainty and unnecessary delay for the customer. 3. A rather explicit wording but that is really obscure i.e. the context of the question is lost on me?
I would hope that the council staff could point me in the right direction without another service to do that.
Just do not think this is what communities want - keep specialist areas in HQ as you are only appealing to small audience in a community.

Specialist advice is just that why put specialist staff into the community when they would best serve from a main office?
Clackmannanshire is not a large area. Better transport links to main offices would be a more efficient way of providing services, rather than localising some staff in a small local office. No need for it
I feel if you have limited resources, by putting direct services into communities you are spreading the Council resources too thin. If there is a library in town with a high useage, then yes, it makes sense for them to be able to point customers to where they need to go for other services. Anything more specialised that that should be dealt with either at a central location or by a surgery/appointment at a local facility - not necessarily an office, but perhaps at a time and location where it is convenient to customers - perhaps at a leisure facility or shop, supermarket or café. I don't think the Council can afford the luxury any more of providing local offices that are not well used.
I think most people now have the internet and can find out the information they need quickly and efficiently. I don't feel that these building would be used enough to warrant these services. The services themselves are good if run properly and managed by the right people. However people locally don't want members of their community knowing their business and in these small communities that is the very thing that would happen. Confidentiality is of the ut most importance in these places.
Much of these services could be provided via the 'web', that is much more 'cost effective' than providing these in local Contact Offices.
Knowing our community I doubt if these services would provide value for money,
Clackmannanshire Council is very poor at service provision, most contact involves a member of Clackmannanshire Council staff telling you they can't do something,
If forms are clear enough they should not need help. Should be a one stop shop for all services
All of these services are already available online or through the contact centre
Help with drug support
I find it hard to find something I can do with my children as far as volunteering
Could be done online. If there is info there in the Community I can contact nearest service myself.
I am just not active, that these two boxes apply to me I am 80.
Lots of issues are personal and need confidentiality. Referrals need specially trained staff and confidetiality.
I haven't needed these services so don't know
No - Apart from potholes & pavement resurfacing in Tillicoultry
More Volunteers and learning opportunities Community Learnign & development service - I dinn't think there was this service still available
More opportunities for community learning & more effective promotion of them.

Booking should take place during school holidays
Not many people need these
I disagree with having a key point card as an ex Soldier now disabled how can a blind woman use a key point card is a disgrace.
Opportunities can be widespread and not necessarily at the point of contact. Therefore it would be acceptable to have them on the website.
I find it very inconvenient that I can't pay my rent & council tax at Sauchie Access point & would like to continue to do so as I don't want to pay at paypoint as people will know my business.
No experience or knowledge of items concerned
don't know what they are
not clear what the question means
People prefer the more individual approach
In an area as small as Clackmananshire then information on how to access this information from a central point would be more beneficial. Simple instructions and one phone number with an informed call centre transferring the call or responding directly to some matters would be helpful. It is not necessary to dilute the already stretched services further by coming into the Community. Who defines a community does Muckhart receive the same as Coalsnaughton? The needs are very different. targeted support is required not vague references to what someone thinks communities need.
Not a council function. A waste of taxpayers hard earned cash.
This survey is meaningless and seeks only to support a view that has already been formed. What community is going to answer no to any of these questions.
Small local authority area, costs outway the benefits. Not enough staff with expertise to put in each small area. Definitely not cost effective.
If it is a special service, then people may give out inaccurate information, that may lead to incorrect advice.
I think a range of pathways into a clear single point of contact would be preferable as one size doesn't fit all, so the more routes the better. I think for supports to be host in once clear area would be great, a bit like the single referral pathway model although there are a whole range of self help/ peer support/ direct access services as well that should be promoted to limit situations escalating also.
I love libraries, but they need a reboot. Service has gone downhill since it seems more family run. For ages now in 3 libraries there have been nippy members of staff all from the same library who care more about inanimate objects than customers. I'm not a fan of nepotism and the removal of the good staff. Before your current library staff in Tullibody there was a gem of a member. Think named Louise, had patience, treated everyone well and more artistic than the person you have now and intelligent.

Triage system requires staff capable of assessment at local community level. This has cost implications, and people may prefer the confidentiality of dealing with someone at a more central location.
Due to cutbacks money should be spent on other expenditures
Due to budget cuts the council should not provide these services
I think it is wishful thinking to have these specialist services in each village/town. Information should be available easily by phone/online for more specialised services.
A) Is the plan to outsource this advice etc service? Keep it inhouse. D) Direct access to 'certain services' worries me and I would hope that this includes Education and Social Services too. F) Advice/information to specialist services, I presume this is working with other public stakeholders I.e NHS; Police; Courts; The Third Sector? G) If that means mirroring an NHS24 type service...no. If it's one point of access then the staff must be appropriately trained and resourced. H) Is this what the Third Sector now supplies? Has any evaluation be carried out as to the current impact with the diminished resources being given to voluntary groups like CAB, Women's Aid etc?
A single point of contact would be good as more often than not it appears that council services work in isolation rather than working together for the population.
Clackmannanshire is too small for this all to be provided in the local communities. Access to advice and support should be made simpler in Alloa. Mobile units could go round each community once a fortnight,
I'm sure Services such as Housing and Environmental Health can be satisfactorily dealt with from Kilncraigs. I'd say the same applies to aTriage System.
Too expensive to provide above, locally. The council needs to save money, fail to see how it could resource such a provision or for that to lead to any efficiency or saving
Seems quite hard
I'm not sure whether this needs to be in the local community or is ok to be based at the Council Head Office
I dont have enough info. on this to comment
On line, or phone
Don't think this would be the right venue for this

no longer money for everything, curbacks should be made
Help to apply for jobs from the internet. Help doing things on the computer.
Don't really understand what you mean,give examples
I have time on my hands and like to walk and visit places of interest and am old and sometimes need help
I feel these services should be based at a central point, as they already are
Not had to use them
Not applicable to myself but probably very important to other users.
Not sure it's needed.

Do you agree that the following local services should be provided in your community? - Additional services that should be provided?
We should be looking at providing as much as we can on-line, happy with HQ for specialist services.
Councillors should be situated in these offices instead of spending most time at Council offices and cancelling surgeries they need to see what goes on in community instead of sitting in their offices making decisions about what the community want without actually having any idea about what we want
Going back to proper bin collections. Show for us in private homes that the council is worthwhile and is relevant to them apart from schools and roads. Provide better transport links. Yes 62/63 A is great but you should not let one bus company have the monopoly. Us commuters who are trying to protect the environment get penalised by doing so because of the unfair charge from First on often ancient buses. It should've been given to Mackies or another company for a viable alternative for commuters.
Better online functionality and self service.
Expand opportunities for community learning & development as these are limited at present
limited resources in local learning (eg. adult learning)
more adult learning classes
community sports facilities
hwlp adults to read and write. Don't just focus on young people all the time! Life doesn't stop at 25.

NO - on-line services provide what I need - no one wants to go to local offices any more - make the changes for digital - once they are established people will get used to it
Cash payments back into the CAPS.
The Council should be looking at who can and should be providing services and certainly working with partners and other service providers but not necessarily looking to deliver everything themselves. People need to take responsibility for their own lives
No why are we not looking at digitising, email facilities, chat for contacting services
Where I lived last there was a strong Community Learning and Development presence in schools which helped link up young people and their communities. There is NOTHING here. Why is there not a worker based at schools? My daughter received a lot of support in my previous location from this service and it was invaluable. Teachers also loved having these staff around and worked well with them as a team.
No thanks certainly not until the Council think about getting professional and courteous front line staff who actually do help the customer rather than the experiences I've had in both Speirs and Sauchie whereby you have jobsworth staff. It already takes ages to get served in a community point so adding extra services will just compound this problem so there would be even more inability to help.
But the above questions are not Service specific!
No cannot think of anything.
no thanks
No - as I think the Council and its staff are struggling to cope with providing the services they have to by law, without taking on more and with less money too.
more links to health and wellbeing services - nhs, mental health, macmillan support etc
Increased provision of digital services provided on the 'web'.
Basic services for disabled aids in community centres
a swimming pool and proper leisure facilities.
A clearer overview of the process route for parents with children who have a learning difficulty/ disability
More help for drug users and also more help for teenagers who are self harming and have problems expressing themselves.
More evening classes for computer learning
More bins for waste and dog waste
More exercise classes
Lack of community learning. More magazines in libraries like E-Books
Community centre for ADS and Community tea room

Yes when phoning the council it is nearly impossible to get to the person you want. "never there" not answering phone etc.
Older adult support
No
Community learning opportunities
`Clackmannanshire Works` for people to get back into work. More help for young people,,rent & council tax
not additional services but need ones above
Very important to so many, that we have a stable post office and at least 1 more shop. There is a vacant property in Main Street Clackmannan that would be ideal.
yes I would like email for research and also if full in library, have computer classes in schools.
School holiday Clubs
School holiday clubs (there is none just now)
School holiday activities
Leave the rent office within the Clackmannan library for cash aswell as card payments
Bring paying council accounts by cash back to local offices and more services run out of the local office
Bring payments in cash back to the offices a council that doesn't accept cash?!!!
You should be keeping cash payments in local offices. Keep all services in all communities
cash payments in Cap
Cash payments for our village as I am a disabled O.A.P. Comment ; Yes not helping elderly or disabled
Prefer to pay by cash at local offices/ stop reducing the ways to pay and making it mora difficult for customers to pay by cash payments. Why are you making it so difficult for people to pay their accounts
dog poop scoop bags. Bring back cash payments to offices
clean up , down at industrial estate & surrounds, piles of litter - in corners - business ESP cans, crisp packs ETC

<p>Toilet facilities or direction to such private facilities. Better co-ordination of bus services and more regular frequency</p>
<p>Acomputer service is ESSENTIAL locally as many people unemployed, poor, old, don't have a computer for one reason or another</p>
<p>more accountability of people in charge. employ more people</p>
<p>Changing places in toilet facility for profoundly disabled. At the moment I have to change my daughteer on the floor, nor hygenic and not in line with her dignity. Some forward thinking i relation to all disabled groups.</p>
<p>Mor things for youths to take part in</p>
<p>Very limited community learning. Only computer classes. Can we have more please</p>
<p>Re-opening toilets (Cochrane Park) all year instead of few weeks over the summer - unfair general public do not get access when council employees have key access.</p>
<p>Acessibility + access keep it in the communitity: cap offices retained in the heart of the community not in schools away from amenities.</p>
<p>keep paying by cheque for community charge - disgrace you can't do it at Alva Cap any more</p>
<p>Visiting support to those in need.</p>
<p>No, continue with local libraries or even a mobile library could be used. Better transport services so that people can travel to the main offices.</p>
<p>better bus services (Sauchie)</p>
<p>bus service for Sauchie</p>
<p>People who deal with Housing forms and repairs to talk to them face to face</p>
<p>Safe spaces have been identified by people I support in my role within people who have lived experience of mental heathlth issues. Everything requires a referral or membership to be part of any groups that are supportive but people who are doing well and are discharged from services, they are asking for the reassurance of a point in their own communities that they can go along to, should things take a dip, where they can be supported alongside others with similar lived experience. This could be a peer led, peer support model which is again recognised and valued by the draft Mental Health Strategy at this time. What it would require is a regular space and a professional who could support the peer supporters and this role could extend way beyond the drop in times and in satelite groups throughout communities and rural areas.</p>

Just provide staff who can actually do the job above and beyond their rote and duty and stop giving work to family members.
Provide a venue for medical assessments by DWP/Atos etc to save people having to travel to Stirling (one bus into Stirling and then another bus to St Ninians Road offices or Forthside Business Park) - this could produce a small amount of venue hire income
Verges and particular areas where grass used to be cut - very untidy, giving a poor appearance to the county. More clearer laymen language signage eg Library and Leisure as opposed to CAP?
Poor services in the hillfoots area, use local community councils to plan each town pressing needs, they would be a good point of contact for individual towns
No.
All volunteering services
Air quality monitoring should be taken seriously there was only one on A907 Alloa road but it has been removed on 14/9/16
More access to community classes, for example fitness classes. These were available in the community centre. When this was closed the gym at the school was offered as an alternative but this proved unworkable as its only available term time. Now have to go to another village for classes. Surely this isn't right for people who don't drive and bus services limited in the evenings.
Support for unpaid carers.
Why don't you help adults to learn and read and write with more confidence like other councils? You only have a dedicated youth services and this doesn't seem fair.
More adult learning opportunities in libraries and more capacity to offer these services across Clackmannanshire
Concentrate on supporting the most in need. Improve the life chance of those in areas of deprivation. Support for families that are unable to care for themselves.
We would like the Council to have dialogue with bus services to ascertain whether we could have a re-instatement of a regular bus service on Park terrace, Tullibody--- instead of all the buses going on Alloa Rd/Stirling Rd.
Council should be lifting grass cuttings especially in King George V park. I use this area and my feet are almost continually covered in grass often an inch thick. Dog owners and young children are playing here. I contacted council and they said not contracted to lift grass!.
You need to do less as you are getting less cash for govt

Payments should be reinstated in CAP offices , as often pay points in the areas are not working, some find it difficult to trek into Speirs centre to make payments. Handicapped and the elderly have little or no way to pay these bills
Education and social work with less privileged children and youths to reduce drug and alcohol abuse Visible and regular police presence
Demand transport for Sunday in Dollar
Wider selection of books
one stop shop for all
Services particularly for elderly people in the community - such as a social get together lunch in the Tullibody Civic Centre aonce a week
Elderl people who are isolated may benefit from having a lunch club in civic centre once a week I would volunteeer for this as I have already driven for council I would gladly do this.
Public toilets
Better outdoor facilities
Citizens Advice, HNS- chiropody etc. for eldrly
Better facilities in the hillfoors area
Just back to the basics.
Local tranport information eg. bus times ie changes to timetables
The ability to place notices in an accessible are for events other than those on council premises. Fix Tilly Glen path
More computer classes wit Brian
Better advertised community activity such as brass band and pipe drums
bus stop at Sauchie Hall
Employability, local action groups
Planting of trees/plants etc. to be cut back as complete waste of money time & human resources. Many trees are planted and sbsequently stolen. Put resources into providing more bins/litter cleaning or enforcing littering fines
Community wardens and more police patrols in evenings
Chip and pin local office Clackmannan
CAB, all council services, post office in the local community, better opening hours.
Bring back the home help service. ILS are OK, but nothing like the old home help ladies were.

Money Advisory services within the local CAP/someone to help with rent and council tax enquiries. A drop-in service at local CAPs would be more than helpful to those of us who are on low incomes. We need help with filling in forms and finding out what we can and cannot claim in benefits etc. Local drop-ins in each town/village at least once or twice a week.
Pay my council bills by cash in local office.
Want to be able to pay my rent and council tax by cash in local offices. I don't use bank card or direct debit.
1. Much cleaner and rubbish free everywhere. 2. Decent bus service. Buses are rubbish. None now. It's like back on beyond here.
Funding assistance for voluntary groups/help with funding applications, officer support for these groups.
I want my library to be kept open. If not, would need to be collected from home to visit open libraries.
Traffic wardens and litter wardens to prevent illegal pavement parking - Stirling St, Alva and folk dropping litter.
Toilet facilities - Cochrane Park toilet only open for summer months. Cemetery toilets only open for funerals.
More classes for adults.
Do you expect one person in a CAP point to deal with all these local services?
Public toilets.
Public toilets - how do you expect to attract visitors if we have no/poor facilities.
Project to brighten up shops and main street in Alva - area looks run down.
Information centre for tourists etc.
Movie session in one of the rooms. Offer books and literature in foreign languages (French, Spanish, Chinese, Swedish).

Do you agree that the following local services should be provided in your community? - Given the Council's financial constraints and the need to reduce costs, are there any services you believe should not be provided locally, or could be done differently?
If people could be more self sufficient for reporting, signposting requirements to other services the Council could focus on particular customer service areas. Need to ensure your Contact Centre and CAPS have more friendly and helpful staff instead of the unprofessional conduct in some areas.
We need to look completely differently at how services are provide, clear signposting will assist us knowing who we should correctly contact instead of incorrectly contacting someone and having to wait for ages for a response
Use more digital type services it is 2016 lets move forward and not expect everyone cannot use a computer to pay for something

Emptying bins and gardening for people who have family and friends that could easily help. It's not the council's responsibility to assist people based on the benefits they receive. There are plenty people taking advantage of services they don't really need. It should be ascertained if someone has able bodied friends and family who can help out. Too many folk are claiming services due to being "disabled" but are then often seen doing things that prove they're not disabled. This causes animosity in the community.

Libraries could be done differently to make them more relevant and useful. Even book selections are not often good and nor is the amount in each place.

If the council had vetoed the SNP on freezing council tax, you'd have more money by now.

Yes we need to see children are properly fed, but more affluent families really can afford this. It is unfair that everyone is paying for every child to have school dinners. It also takes away an element of encouraging responsible parenting. Not having free school meals for all would save the council money and actually could improve families as they'd have to eat a proper evening meal. To improve things further, you could enable families to be much more independent rather this mollycoddling, which not only costs us but encourages people to be too reliant on councils and the state.

Transport links could be less monopolised but just as frequent.

Roadworks - you should co-ordinate, unless there's a real emergency, with other services, such as utilities so roads are only dug up once. Many roads that actually need repairs are neglected, this should not be. Many main roads are dug up year after year in the same places. Do the job properly with the best of materials and then do the other roads. In the long term, this will save time and money. It may improve the ratings of roads too.

For the last decade there has been a national government agenda to cut physical offices and shift council services to online channels. There should be an immediate push to host the majority of services via ClacksWeb and not regress back to a time where there are offices in every village in Clackmannanshire. Personal service is extortionate and Clackmannanshire Council can simply not afford to provide customer service via this channel.

Anything that is not a statutory function and doesn't generate a profit should be stopped. If the service is not currently cost effective then increase prices or cease providing it. The council is not a charity, but if it was a business it would be broke in less than 6 months given how it is run at the moment.

Nearly all of the above services can be provided Clackmannanshire-wide in a self-service was by providing them online. This would be available to the vast majority of local people, allowing the council to focus its reducing resources on those in most need eg help people with literacy issues fill

<p>in forms or triage for families in crisis. Offices can remain - perhaps one in Alloa and one in the Hillfoots - for providing those services that need to be face-to-face.</p>
<p>I believe there is a lot of unused and Un-acknowledged talent in current council staff. People are more qualified than we give them credit for. Give them chance to broaden their horizons and develop so they can work across services doing multiple roles. Becoming qualified in new roles and stop having services so stand alone. I know a number of staff have degrees and other qualifications, experience and knowledge that is not drawn upon, developed or respected. This would help retain staff who have a genuine interest in the community, stop need for constant recruitment for posts which can't be filled as well as improving morale which is at an all time low and this is widely known!!</p>
<p>No keep to the on-line services. I know that jobs will probably be at risk - maybe not a bad thing with some of the Customer Services staff who need to retire - bring in fresh blood or at least get them training.</p> <p>Bring the Council into the 21st century with the different ways of working concentrating on digital services. If I need to speak to a real person I know where to go</p>
<p>Transfer as much as possible to online - information, advice, payments etc. Specialist services should only be delivered from appropriate locations and not in each community - quality over quantity and getting it right the first time. Communities get that the Council can't deliver everything - it simply doesn't have the resources.</p>
<p>Put as much as you can on-line - my first thought would not be to go to a local office if I needed assistance. To be honest in my community the staff in the CAP can be unhelpful. My elderly parents were in and looking for assistance in filling in a form and were told to go to Kilncraigs as someone who knew more would help them - they stay in Tillicoultry so not ideal. May raise this one with my local Councillor.</p>
<p>The sharing of all services should reduce duplication and further inefficiency.</p>
<p>specialist services should be centralised as there are probably not enough staff</p>
<p>Why do so many services not link up? My daughter requires social work support, is at school and has issues in the community. Why can't more staff work together? I have to repeat the story all the time to different professionals. There is no link and not enough staff.</p> <p>Can council staff already employed be redeployed to other areas of greater need even if this means supporting them through further training and qualifications? Don't pay them off if the service isn't working! Retrain them! Why pigeon hole them? This means no need for further recruitment, staff are able to multi task/job and actually the link up and young people support will improve.</p>
<p>Better use of other organisations to deliver non statutory services ie advice services, recycling, community education, leisure, either directly or in partnership,</p>

I firmly believe that the council, as already agreed at your budget meeting earlier this year should investigate further digital services. The council need to believe the county is not filled with people who cannot negotiate their way around a smartphone, iPad or PC to make contact with the council.
Technical Services should remain centralised
Obscure question since the devil is in the detail. Priority setting?
Youth services can and are provided by a number of groups/agencies outwith the council. What the council provides is extremely expensive for what they are and the number of people they reach.
No. I am extremely concerned that we are looking to expand use of community facilities/Community Access Points - would only be acceptable if you looked at the current service provided - it can be really appalling - some staff are under utilised by the looks of it when I go to these places - also have had some unpleasant verbal communication from some, do not feel the customer is put first. Kilncraigs is too busy the reception staff there have absolutely no time for the customer - I have been disheartened on more than one occasion when I have come in for my blue badge and for assistance, felt like a second class citizen by the staff on reception, luckily the people I spoke to afterwards were more than helpful. It is like you are herded through the reception and on a timeframe to be dealt with!
Keep cash out of offices, use more digital service most people have access to a computer, have virtual/chat technology for asking questions
As above
Given the smallness of the Council area, I feel most people could access services centrally at the HQ in Alloa or get information on-line. If they can't then the staff should be willing and empowered to perhaps do a surgery at the local shop/supermarket or do home visits where appropriate. Also, rather than have local offices and libraries in each town, perhaps we could do away with the bricks and mortar and invest in a Mobile Library/office that could visit each of the main settlements in turn or have a regular route - in a similar way to mobile banking in a rural area. It's extravagant to have local offices in each of the settlements.
The council should not be responsible for all of the above services. Other local organisations/charities should be responsible eg community learning, development/volunteering, support for applying for services, filling in forms, advice/info on access to specialist services
unfortunately no, clackmannanshire people need the council's support throughout all their services they offer. how the council will afford all this is worrying as a tax payer but reality is that the clackmannanshire areas need the council to show more support and understanding
Local 'Contact Offices' in each village are unsustainable
An area team who knows the community and has authority to act on requests

<p>maintenance of housing stock and general trades should be out sourced. any service provided by part time staff is ultimately inefficient. free car parking should not be provided/subsidised.</p>
<p>combine local offices to reduce the cost. Too many council properties</p>
<p>Social work</p>
<p>More groups (voluntary) for teenagers and drug users in Tullibody</p>
<p>Look at staffing! and anyone NOT prepared to carry out their duties then get Rld. To many staff refusing to do what is in their job description. Also to many can talk the talk. Talking about all LEVELS</p>
<p>Mp's should not get pay rises & folk should be paying their taxes.</p>
<p>Green bins should be collected more often for families with small children, due to the amount of soiled nappies (approximately 40 in the current 3 week period)</p>
<p>Shocking political Coucilors would be a usefull resource & Kieth brown MP who backs bigger bosses of contract & business corruption ie. getting rid of 60 & 61 buses, wanting a train station in Clackmannan, hint hint Keith Brown would be favourable with lo</p>
<p>Cash payment facilities should be available in all offices</p>
<p>hardly gor any services</p>
<p>Continue to look at possible links/connections within services to streamline their services to the public. I am very happy to see the progress being made on waste re-cycling</p>
<p>not happy with 3 week bins</p>
<p>In order to maintain local cabs, no cuts to other services maintain status quo</p>
<p>Keep Alva Cap vital resource heart of community for old disgrace to close these vital services.</p>
<p>I think that if council was more transparent over their policies, decision making you wouldn't get much flack -more efficient e=advetising in a timely fasion of events clubs tetc. would be good</p>
<p>No need for a library nor indeed a CAP. Why do we have so many empty Leisure Centres? Why do we not make better use of our Primary Schools? Why do so many Council employees insist on visiting areas, rarely see employees working on their own. Employees spend a lot of their time on their vans, setting up or on a break very little work appears to be bing undtaken e: the works in Coalsnughton to the Council Huses, 2 staff spent longer in thei van than on the task in hand. The scaffolding alone probaly cost more than the actal work undertaken.</p> <p>Mobile van with specialist expertise across a number of services, visting set areas on a pre-programmed set of dates ad times..</p>
<p>Outsource housing repairs road and lightning repairs and winter gritting.</p>

Do we need a library in every village?
Most services should not be provided locally. Only a small authority and staff can be anywhere in area within 20mins or half an hour. Increase use of social media, have a better website which allows customers to do more on-line. Provide more information on the website. Currently it is difficult to use and doesn't provide enough up to date relevant information - that is certainly the case in my section of work. More priority needs to be given to improving the website to make it the best.
Get rid of CEO
Get rid of Chief Executive
transport on demand
bins emptied more often as I live in a flat in Sauchie and I only have a small green bin
Stop the nepotism.
Some local centres are close to others, eg Menstrie-Alva-Tilli- or Sauchie-Alloa and might be closed or moved to reduced hours
Use bigger dog poo and litter bins so they can be emptied less frequently.
Longer full-service hours for the telephone contact centre. This should be fairly cost-neutral as could be accommodated by flexible working by existing staff
Make more use of (and support) volunteers and work placements to augment permanent staff.
You could be properly consulting communities and making better use of the information community groups have about what people need.
Cut backs on Social Services eg taxi service seems to be unlimited and abused.
Roads department very poor, should be privatised Cut back on speed bumps on side roads especially when there is around 10 cars on either side of the street, cars are constantly stopping and starting to let people through, cars can't go fast anyway hence no need for speed bumps, also this slows down emergency services.
None.
Cut all council salaries over 25k by 15%
Rent/Council Tax payments could all be paid in shops/online so less staff would be needed to collect these payments. Do we really need so many Learning Assistants to support teachers?

I feel that local government is being undermined as it relies on the Scottish Government for its main source of funding (85%) and the remaining amount is through council tax and other payment for services from local people. If need is the driver then services must be provided as 'cuts' to council services will have a financial impact on other public services i.e. NHS and certainly impact on the wellbeing of individuals and the wider community.
Council staff are very experienced in a number of areas im sure, can their roles not change and adapt to local need. Working across services, widening job roles, increasing skills and qualifications to reduce recruitment costs and new staff issues. Use who you have? Value them and if a role is no longer relevant offer opportunity to retrain in another!
I strongly believe services can be run more efficiently and effectively rather than cutting services. By focusing on what's important and what customers use and avoiding duplication, we can reduce costs without cutting services.
Link in with groups already functioning, lunch clubs for the elderly could be used to provide support for most in need. Allow experts to deliver eg: leisure facilities run by leisure providers or those qualified in fitness. Support small businesses and stop trying to undermine activities outwith that which is required eg: rental of premises, meals to external organisations, fitness classes and gyms
Yes all of them
Define locally? Ideally the above services should be provided in Clackmannan - but not every day probably a regular session where all services are in one place.
I think services are fine to this point, the cost cutting doesn't seem to make much of a difference. But you feel it when you have to now wait in a queue for service at Speirs because there is one person working in the payment office. Cap offices I notice now there is one working, if she's on the phone again there is a wait. I understand the council financial constraints for servicing the public should not be compromised. It seem to be a long wait all around, trying to get a call through to kilncraigs you have to wait a long time after the lass put your call through to any extension. I think cutting cost, brings customer service down hill as it seems not enough workers on the job to service the public.
Clackmannashire Trust is a good initiative, but there are pressing problems in the community (see above) for which support is more necessary than putting up notice-boards.
Use local CAP building for functions & more clubs
no
No
New rooms should not be necessary for all council houses a

I think you have done enough
Perhaps look at ways services are provided an working more efficiently rather than reducing services themselves.
Having 25 years working fot Clacks and Stirling councils no that a lot of systems in both could bnore streamline and efficient
Roads department should be prioritised. Cut back on council uniforms
I think the council need to be more forward thinking and rather than always thinking about cuts, start looking instead at increasingincome. There are thousands of private householders who would no doubt be happy to pay for council services eg. allowing them to hire tradesmen and buy dog waste bags.
Basic services should always be provided but look at the services, and try to co-ordinate.
More use could be made of people willing to volunteer.
I think Library services should be available on Saturday mornings. If this would mean a reduction in weekday availability that would be acceptable.
Single point contact and amalgamate certain services and save the cost of highest paid officers in each role. Support from the council in relation to long term low cost lease in maintenance/insurance of local park to allow others to fund better areas f
Use local offices more - officers could come from Kilncraigs on weekly basis to offer services in community instead of having to travel to Alloa. Services should be delivered locally.
Chief Executive services - less management, more officers.
No.
No more cuts in services.
Using Community Payback persons to provide more assistance with grass cutting/street cleaning etc.
Closer scrutiny should be made on council property to cut out abuse of fabric/facilities - some properties are continuously visited by council workman - tenants should be held more to account.
Tenants should be penalised for lack of care/abuse of council property and not expect to have it automatically repaired.
Would it be helpful if other organisations such as police, health and voluntary groups provided additional services in your community? - If so, what services from other organisations would you wish to see provided more locally?
Community engagement, triage services, signposting to additional services regarding community issues and health issues.
What sort of services are you talking about? If I need the police I ring 999 or 101. If I need a doctor I go to the NHS medical centre or Larbert/Stirling Hospital. I can't see any benefit in having individual services provided in all the towns.

Police, health and the voluntary sector provide all the services I currently need in my local community.
Services don't share information, or respect each other. An area with such poverty needs money spent or things will never improve. Your best tool is your staff, how can you better use them. We need more resources as well as staff that have a broader understanding of issues rather than thinking and acting in such an insular way.
There need to be a greater police presence within communities.
Keep them in their own offices people will be put off if they are in local office
POLICE
Police need to be more accessible, station should not be unmanned after 6pm.
They already do, but Police and NHS have savings to make also and are focussing on transferring services online rather than providing more services in communities. Can they afford to do anything else?
There is a role for the voluntary sector but that also requires funding and investment and of course willing local people to help and do things for themselves.
This is another ridiculous suggestion, why would the Police etc want to co-locate. Maybe voluntary groups. Police and Health already have processes in place for contacting them. If you stuck a community police or constable in a local office half the customers in some areas would not attend in case they were arrested!!
Access to prevention information and support at teh earluet stages should be easily accessible for all agencies.
It would be helpful if council didn't keep paying off good staff!! That would be extremely helpful! If you keep going like this there will be a disaster soon enough.
NHS - child care in p/ship with social services CAB - advice services ACE - recycling advice and more collection services like food waste
Definitely not fr the following reasons
1. People know how to contact these services if required how would this fit in with budgetary constraints within these organisations. They have already rationalised offices so don't think they will agree to this.
2. Putting police in local office will stop others using facilities
I refer to the principles given in comment at 2 above!
Community police would be a welcome benefit back to communities. Drop in health checks would be a great addition, this could then save up GP time.
All sectors should be working together at one single point in each community

Police Health groups
Definitely a bad idea - who would really want this!
No need at all, everyone is cutting resources so I cannot see that these additional services would benefit and where would the extra staffing resource come from - would it stop Police etc doing their priority work
Again, all of these groups are stretched to provide their own services at the moment. Police and health are both struggling financially and voluntary groups are struggling to find volunteers. Perhaps the Council should just concentrate on the things it has to do - and do them well. A lot of people look for information on line and I feel this is one area that can sometimes be neglected.
NHS should continue to take on aspects of social services and voluntary groups could be involved in supporting families
health matters - whether that be nhs, macmillan support or mental health issues
NHS, primarily, police already do a good job locally,
a police station that does not shut for a lunch break. a health centre with better public transport provisions.
General voluntary organisations filling the needs gaps where council cannot/are not providing services
If there was sufficient demand and resources surely this would be happening already
drug services, teenage help
ore police walking the streets
More visible police presence
Greater police presence
Doctors and nurses, health centre
Would be lovely to have visits at the toddler group from these groups
Older adult support
More voluntary Groups
Community learning
Police station -permanently, Post office -perminantly. mobile banking
More police service in Clackmannan ie Community police officer
Police station & post office provided permanently
Help for pensioners living alone. Perhaps a visiting service would be much appretiated to many elderly

Police are corrupt. More transport Bring back sport activities
Services available, general information eg doorstep crime
Police at the weekend
Something for children to do during the holidays
More to do in holidays
More policing in clackmannan between hours of 4pm + 11pm
Local information drop in groups or appointments
Police
Police. Dog arden, CAB, road services
Wardens, voluntary groups
Relevant voluntary organisations interventions
Glass House Loan Road - Boy racers. The police do not police speeding here, always a cambus, sauchie but never Glass House Loan road.
Police surgeries, CAB, outreach services, money advice
Police
Police
Police & fire to do more with youngsters. It might engender more respect & understanding of risks & safety
voluntary groups
More police (community wardens/traffic wardens on the streets and interacting with the community = visibility)
Speak to community wardens on site
Citizens Advise, more security cameras
better access to community officer
Police, community wardens
Local policing
More visibility quicker response to incidents
Intervention in the community with youth and local clubs
A local police station where you could report concerns
Community warden access

Local directory of all community groups where they are , opening times etc.
Never had any input from other groups so difficult to know what could be provided.
I don't know, what type of services are you thinking about? I could do with having my hedge trimmed.
Police, welfare, community wardens to visit areas regularly
as part of a tirage team we would get a more rounded service across all partners in the community, less duplication and more working together
More of a local policing service - visible at all times and readily accessible for local issues.
Police and Healthcare can provide fitness and First Aid training. Healthcare can provide services of community clinics on family health and well-being.
Voluntary groups can possibly provide information clinics- providing information to the public about products and services provided by the council, as well as processing forms for certain benefits like housing, childcare support, tax reduction or any other benefits the Council may be inundated with?
Would be helpful for more Police (Sauchie)
Sauchie
voluntary (Sauchie)
resistance for volunteer services
help voluntary organisations and services
Bus service to hospital on a Sunday reinstated and get bins emptied every 2 weeks not 3
Community wardens working in partnership with the Police and with more powers (Sauchie)
See above, reduce as many barriers for people to actively seek seek as possible to offer support when it is needed. Particularly in terms of mental health, most diagnosed disorders are life long so moving people on without any back up in itself creates anxiety, particularly for long term service users. Stay person centred, listen to what people are really asking for. Often it is companionship and the protective factors that come with that for both the individual and services in the longer term. People are the resource to make that work, it's just using what we have better and supporting them more fully in the process.
It depends on what they are as these organisations should not be stretched further than what they are in terms of workloads and staff.
Mental health and LGBT support
POLICE; DWP; HEALTH ISSUES
Not sure you have any say over what these organisations do or don't do.
Police service in hillfoots area very poor - no police station
More policing to help with drug problems

Support/Services for vulnerable people provided by voluntary groups, but actively supported by Local Authority. Eg. Elderly lunch clubs, youth clubs , activities/classes. All should be free for service users.
Health services would be a great asset. For example, access to physios etc. would be so beneficial. You have to wait ages for doctor appointments and then if you need physio it takes a lot longer so alternative services (even if there was a charge for using them) would be great rather than trailing elsewhere.
Some voluntary groups would also be good. Its easier to assist charities if there is access in your own village.
Traffic wardens
Street sweepers
Park supervisors
Public transport
Is there somewhere locally that coordinates volunteers, volunteers are useful for boosting capacity. A lot of these other organisations are already streched so I don't know what else they would be able to contribute.
Health presence in Menstrie would be useful
Higher police presence in the town
Coalsnaughton especially could do with community policing on a regular basis. Personnel would then become aware of those that cause the problems.
I don't know. The community in Clackmannan don't seem to want to support much that is available to them just now. The Town Hall struggles, as do youth organisations and community groups.

Town meetings on crime reports or updates on community Police along with safety tips. Also going in to the school speaking about safety, bullying, road safety and how to avoid getting into trouble(e.g drug and alcohol abuse). Door to door home visit to handing our leaflets on emergency/police services in the community.
Health- Workshop speaking about the over all health, how to stay healthy, the importance of exercise, workshops on mental health and disability . Medical testing during the year, maybe once per year for each- glucose, blood pressure, eye test, hearing test in the communities.
Voluntary groups-Hold town meetings or workshops to inform the public about their services. Conduct home visit to the elderly, homebound persons in the community, visit school speaking about their work in the community and encourage young people into volunteer work.
Voluntary groups such as community council
Police, blood donors
a surgery, like councillor surgery, by the police. NHS local clinics & doctor once a week for the elderly
Better police service
Sessions where local police could interact with the community- particularly with young people
Benefits Advisor, Housing Advice
I think there should be more access to police stations for reporting crime
community building staff
More appointments at the health centre instead of going to Larbert
Especially police
More joined up services would benefit all community and organisations
More action & volunteering groups providing opportunities for local people to get involved in building up community
Policing. Police on the beat on Wagon Way and other paths and known 'hot 'spots'
Police
Police call point in Sauchie
Police provided locally would know the situation 'locally' regarding all the drug dealing and associated crime.
Police contact point in Sauchie
Police
Voluntary groups
Police
All of the detailed organisations.

Citizens Advice Bureau
Manned police office, Citizens Advice.
Police, CAB, health promotions, drop-in sessions from other agencies.
More police/community wardens.
Any service that is willing to do it locally instead of main towns offices.
To have a point of access to all of the above.
Any service willing to come to local office. Naloxone training due to drug users in area.
Rubbish all round Devon Way, river, under trees, hedges everywhere.
Police and health, utility companies, debt management, estate management to clean up our communities, tackle anti-social behaviour.
Police services and local wardens patrolling areas in Alva more frequently.
Traffic wardens, litter wardens.
Community wardens - perhaps they could have a slot at CAP centre so public can relate to them.
A hub where these organisations could meet.
Wardens who are entitled and prepared to give on-the-spot fines for dropping litter and dog fouling.
Police, NHS, welfare benefits available (DSS payments). Perhaps a regular spot in CAP facility.
Police - more local presence. A list of all voluntary groups and the services they provide readily available (perhaps at CAP) and publicised list is held.
Communication within the whole of Alva town groups.

CLACKMANNANSHIRE COUNCIL

Report to CLACKMANNANSHIRE COUNCIL

Date of Meeting: 10 November 2016

Subject: INTEGRATION OF HEALTH AND SOCIAL CARE SERVICES

Report by: Shiona Strachan, Chief Officer

1.0 Purpose

- 1.1. The paper provides an update to Clackmannanshire Council on the progress to plan and implement health and social care integration in line with the provisions of the Public Bodies (Joint Working)(Scotland) Act 2014 and the accompanying guidance and regulations.
- 1.2. The report builds on the previous report to the Housing, Health & Care Committee on 28 January 2016 and to Clackmannanshire Council on 11 August 2016.

2.0 Recommendations

The Council is asked to note :

- 2.1. the progress of planning and implementation in respect of the integration of health and social care services for adults.
- 2.2. the projected overspend and the work being carried out to develop a recovery plan.

3.0 Considerations

- 3.1. The Integration Joint Board met on 22 June and 21 September 2016. This paper provides a summary of activity and decisions taken at the two Integration Joint Board meetings. The next meeting of the Integration Joint Board is on 16 November 2016.

Programme Board and Work Streams

- 3.2. The Integration Joint Board receives regular updates on the work stream progress from the Programme Manager.
- 3.3. Key Progress to date :
 - Work force analysis has been undertaken and is being considered by the HR/Workforce work stream
 - The Participation and Engagement work stream have concluded an action plan development workshop and will present the output to the Strategic Planning Group in October 2016 and the Integration Joint Board in November 2016 for approval.

- Finance and Governance work stream colleagues are collaborating to develop a scheme of delegation for the Integration Joint Board. The draft Scheme will be presented to the Integration Joint Board at the next meeting on 16 November 2016.
 - The Partnership now has access to the secure Information Statistics Division (ISD) web page which will provide access to the core suite of integration indicators to inform the development of the annual performance report.
- 3.4 Following the review of the work stream it has been agreed that the Programme Board will be stood down and the Chief Officers will attend the remaining work streams and maintain the current Chief Officer meetings. The remaining work streams are – Finance; Governance; HR[incorporating work force and OD] ; and Performance. The Data Sharing partnership will continue as a Forth Valley planning group while Risk Management, Participation and Engagement will be locally managed. Clinical and Care Governance is also moving to a business as usual position with the establishment of the agreed forum.
- 3.5 One of the key areas of planning work relates to the development of the annual performance report which requires to be approved and by published by the Integration Joint Board by 31 July 2017.

Locality Plan Development

- 3.6 The Integration Joint Board, at its 22 June 2016 meeting approved the proposed Locality Planning development process for the three planning localities and a further progress paper was considered at the Board on 21 September.

The Locality Plans will be informed by :

- Engagement Reports (Published January 2016)
- Clackmannanshire & Stirling Health and Social Care Partnership
- Strategic Needs Assessment (Published January 2016)
- Locality Profiles for the three Localities
- Workforce Analysis
- Staff Engagement Sessions (Summer 2016)
- GP Locality Planning priorities
- Mapping of key strategic priorities
- Mapping of key improvement priorities
- Draft Locality Plans will be presented to Strategic Planning Group in October & November 2016 for approval to proceed to the Integration Joint Board. Draft Locality Plans will subsequently be presented to the Integration Joint Board for approval to consult publicly on 1 February 2016.

Market Position Statement

- 3.7 As part of the Strategic Plan, partnerships are required to develop an accompanying Market Position Statement. The Market Position Statement will set out :

- What support and care services people need and how they need them to be provided.
- The support and services available at the moment, and the gaps in any services.
- What support and care people will need in the future.
- What the care and support will be like locally, how it will be funded and purchased.
- How commissioners want to shape the opportunities that will be available.

The engagement sessions with providers, staff, service users and carers are currently being planned for November/early December 2016.

Audit Committee and Integration Joint Board Accounts

- 3.8 At the 22 June 2016 Integration Joint Board meeting the Board approved the proposal to create an Audit Committee of the Board, along with draft terms of reference. The Board further approved John Ford, Integration Joint Board Vice Chairperson as the Chairperson of the Audit Committee.
- 3.9 The first meeting of the Audit Committee was held on 1 September 2016 where the first unaudited annual accounts were considered. The audited accounts were approved by the Integration Joint Board on the 21 September 2016 and will be published by 30 September 2016.

Financial Reporting and Forecast Financial Position for year to 31 March 2017

- 3.10 In line with the terms of the Integration Scheme and the financial reporting protocol agreed via the Finance Workstream the Integration Joint Board will receive regular financial reports. There is some work required to align the reporting cycles across the partners.
- 3.11 The current projected overspend is £1.204m [net] for the year to 31 March 2017.

Clackmannanshire Council	£0.849m
NHSFV	£0.000m
Stirling Council	£0.355m

- 3.12 The Integration Joint Board has agreed the development of a budget recovery plan with a report back on progress to the November Board meeting.
- 3.13 An additional impact of the projected overspend is that the remaining balances from the Integration Fund and Partnership Funding Streams will be held to meet the current projected overspend until confidence is in place that the partnership can deliver a balanced financial position.
- 3.14 The issues relating to the living wage for providers in the partnership is currently being worked through and remains a challenge as we work towards full implementation in line with the Scottish Government guidance. The issues relating to payments for sleepovers has been highlighted as a risk to the forecast financial position. However steps are being taken to mitigate the impact as far as is possible.
- 3.15 There is close working between the services to ensure that the budget recovery process and plan is consistent with the Strategic Plan and Priority Based Budget options.

Internal Audit Report

- 3.16 The Integration Joint Board received the first internal audit report which provides assurance in respect of the key arrangements in place as well as the ongoing and planned work during 2016/17. The arrangements in place are noted to be in line with expected progress at this stage. The report does draw attention to the need to develop and implement a Scheme of Delegation. Work on the Scheme of Delegation is now complete and will be presented to the next Integration Joint Board meeting.

Integration Joint Board Membership

- 3.17 The Chief Social Work Officers have been appointed. Further consideration is required to define the role of the two Chief Social Work Officers in respect of the Integration Joint Board and with their appointment work can now re commence on the clinical and care governance framework.

Public Audit Committee

- 3.18 The Chief Officer attended Public Audit Committee on 15 September 2016 to provide evidence to the Committee who were keen to hear from two integration joint boards about how the new health and social care arrangements are working in practice. A recording of the session can be accessed here : http://www.scottishparliament.tv/20160915_audit

Commissioning

- 3.19 At the September meeting of the Board the first two commissioning decisions were taken in relation to the provision of independent advocacy services and care at home services.

Neighbourhood Models of Care

- 3.20 At the meeting of the Integration Joint Board on 22 June 2016 approval was granted to develop an outline business case in relation to models of neighbourhood care using the principles of Buurtzorg and building on the work already taking place in the area in relation to 'working with our communities'. The Board further approved the continued engagement with the Scottish Government with a view to securing a pilot programme to establish a multi disciplinary model of neighbourhood care and the Partnership are awaiting the outcome of this engagement.
- 3.21 A small project team have begun conversations about the shape of the local model and 'what success would "look like" for the partnership and have continued engagement with the Scottish Government. A draft project initiation document has been developed and discussion has taken place with Highland Council in relation to seeking some support for two sessions currently being planned for November to engage with the key staff and practitioners and local stakeholders – and to draw on the experience of Highland in establishing integrated service models for health and social care in a rural setting. With additional input from the Scottish Social Services Council (SSSC) in relation to opportunities for reflective learning to support team building. This work will sit within the context of the wider development of the localities and community based approaches in Stirling. The pilot area should provide a baseline model for service delivery for Clackmannanshire which would need to be adapted to ensure a fit with the local community based work .

Carers (Scotland) Act 2016 – Implementation Steering Group

- 3.22 The Scottish Government are working on preparations for the implementation of the Carers (Scotland) Act 2016, in particular working on key issues necessary for the successful implementation and developing the regulations which underpin the Act along with the statutory guidance. The Act's provisions will cover both adult and

young carers and has implications for social care and health services beyond those delegated to the Integration Joint Board. The package of provisions in the Act which will come into force 2017-18 include :

- A duty on the local authority to provide support to carers, based on the cares identified needs which meet the local eligibility criteria. The national matters which local authorities must have regard to when setting their local eligibility criteria will be set out in regulations
- A specific Adult Carer Support Plan and Young carer Statement to identify carers' needs and personal outcomes, and
- A requirement for each local authority to have its own information and advice service for carers which must provide information and advice on, amongst other things , emergency and future care planning, advocacy income maximisation and carers rights.
- The Chief Officer will join the National Implementation Steering Group on behalf of the national Chief Officer Group and the first meeting is scheduled for 29 September 2016.

4.0 Conclusions

- 4.1. The report provides an update to Council on the progress to plan and implement Health and Social Care integration. The main areas of activity are as outlined in the body of the report.

5.0 Sustainability Implications

- 5.1. Not applicable.

6.0 Resource Implications

6.1. Financial Details

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

Yes

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

Yes

6.3. Staffing

- 6.4. Not applicable.

7.0 Exempt Reports

- 7.1. Is this report exempt? No

8.0 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 checked="" type="checkbox"/> |
| Our communities are safer | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced | <input checked="" type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input checked="" 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 report outlines progress against national policy.

9.0 Equalities Impact

- 9.1 Equalities and Human Rights Impact Assessment is not required at this stage in relation to the report, which is for noting. Yes No

10.0 Legality

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

11.0 Appendices

- 11.1 None

12.0 Background Papers

- 12.1 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

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Nikki Bridle	Depute Chief Executive	

