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**Report to: Resources and Audit Committee**

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**Date of Meeting: 25th September 2014**

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**Subject: Corporate Plan: Annual Review 2013/14**

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**Report by: Head of Strategy and Customer Services**

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## **1.0 Purpose**

- 1.1. The purpose of this report is to provide Resources and Audit with an update on progress of the Council's Corporate Plan 2012-17; Taking Clackmannanshire Forward. Appendix A presents a summary of progress against each priority action set out in the Corporate Plan relating to 2013/14.

## **2.0 Recommendations**

- 2.1. It is recommended that Committee notes the report, commenting and challenging as appropriate.

## **3.0 Considerations**

- 3.1. The Council's Corporate Plan 2012/17 was approved by Council in October 2012. It sets out the Council's vision through focussing on Better Services, Better Opportunities and Better Communities. Within each a number of specific priority actions are set out which forms the basis of the Council's Corporate areas for delivery.

### **Better Services**

- 3.2. Excellent Services and a great environment are vital in improving the quality of life for people in Clackmannanshire. The vision of the Corporate Plan sets out the need for integrated and efficient public services which are responsive to local circumstances and need; collaborative working with our partners making the best use of all resources particularly focussing on prevention and preventative spend and transparent and accountable service delivery.
- 3.3. Progress can be evidenced in a number of areas within Better Services. This include developments in defining Target Operating Models to facilitate integrated public services, and in shared services as part of the Council's transformation programme Making Clackmannanshire Better. A reconfiguration of the Council's management and service structure was also completed during the year.

- 3.4. There has been progress in areas such as increased housing stock, delivering more funding to tackle homelessness and investing in repair and maintenance of council properties. The Housing Options Service now provides tenants with a full range of accommodation choices.
- 3.5. Progress has also been made in 2013/14 with ICT and fleet infrastructure. Asset Management Plans have been approved for IT and Fleet and both areas will benefit from ongoing investment aligned with priorities. These complement a Roads Asset Management Plan providing funding for improved maintenance of road surfaces and lighting, including the introduction of low energy LED lighting.
- 3.6. Clackmannanshire continues to be the best recycling performer in Scotland with a performance of 59.9%. In addition, a publicity campaign to raise awareness of fixed penalties for littering has been implemented.

#### Better Opportunities

- 3.7 Clackmannanshire provides great potential for individuals, families, businesses and employers and the Council is keen to maximise this potential. The Council wants to help improve the life chances for individuals and families as well as create a more positive environment for local businesses and employers. The vision of the Corporate Plan identifies key areas for focus including employment and business support for local people, early intervention with all children, including parenting initiatives to ensure that all young people have the best possible start in life and that our most vulnerable residents are supported.
- 3.8 A number of achievements have been made in providing Better Opportunities, including implementation of the Clackmannanshire Apprenticeship initiative in 2012, development of a new Employment Strategy 2014/17, provision of additional Child Care services and ongoing proactive work in partnership with Clackmannanshire Business, Business Gateway and Scottish Enterprise to support new and existing businesses in Clackmannanshire.
- 3.9 Funding from EventScotland was used to promote tourism in Clackmannanshire to coincide with the Commonwealth Games, Homecoming and Ryder Cup. A marketing campaign to attract new businesses was launched in May and is supported by a new website.
- 3.10 Youth Employment Scotland funding has been used to encourage local business to provide employment to 115 young people by December 2014. The Clackmannanshire Apprenticeship scheme has provided 35 places that may not have been available otherwise since its inception in 2012.

#### Better Communities

- 3.11 Clackmannanshire's towns and villages are the heart of the County and ensuring that they are maintained in the best possible way has enormous benefit on communities quality of life. Working with communities, local businesses and property owners to enhance our towns and villages is a key vision set out in this Corporate Plan. A number of priority areas have been identified which include how we engage and work in partnership with our communities to find solutions to issues affecting them particularly in

approaches to community safety, use of open spaces and protecting our natural and built heritage in Clackmannanshire.

- 3.12 Progress has been made on priorities associated with supporting communities and community facilities. Following development of the Ben Cleuch Centre, Tillicoultry in 2012, the Speirs Centre is due to open in Alloa in 2014. A number of community initiatives are being progressed, including development of local actions plans, and associated regeneration through the Villages and Small Towns Initiative. Work continues with the Alloa BID to improve the town centre, which will benefit from the refurbishment of the Speirs centre and the redevelopment of the adjacent Co-op site.
- 3.13 A new Community Safety Strategy and Multi-agency Tactical Coordinating process has been implemented to enhance community safety and Anti-Social Behaviour measures.
- 3.14 Clackmannanshire remains at the forefront of recycling and zero waste, with progress in approaches to reduce litter, fly-tipping and improvements in energy efficiency. The Local Development Plan and Open Space Strategy will ensure improved efficiency and effectiveness of land use in Clackmannanshire in pursuit of improved outcomes for our residents.
- 3.15 There are no direct financial implications arising from this report.

## **Conclusions**

- 3.16 Overall, progress continues to be made on many of the priority action areas following the second year of the Corporate Plan 2012-17.

## **4.0 Sustainability Implications**

- 4.1. There are no direct sustainability implications arising from this report.

## **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- no direct implications arising from this report.*

## **6.0 Exempt Reports**

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

## 7.0 Declarations

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

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

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input 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)

## 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 ☒ n/a in this instance.

## 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".

a) Appendix 1 - 2013/14 Performance Report (Covalent).

## 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 ☐

1. Corporate Plan 2012/17, Taking Clackmannanshire Forward

2. Report to Resources and Audit Committee, 26th September 2013 -  
Corporate Plan: *Taking Clackmannanshire Forward*, Annual Review  
2012/13

**Author(s)**

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<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Stuart Crickmar	Head of Strategy and Customer Services	Signed: S Crickmar
Nikki Bridle	Depute Chief Executive	Signed: N Bridle



# Appendix 1

## Corporate Plan 2012-17 - Progress Report



1 Better Services		
Covalent Code	Priority Action	Latest Note
COU CPN 001	Pursue initiatives that create integrated public services within Clackmannanshire against a context of always recognising the need for a strong, independent Clackmannanshire Council	Work to develop integrated public services is evolving including ongoing development of shared services with Stirling Council. Integrated public services is a central element of the Alliance work programme and that of Making Clackmannanshire Better, which includes development of draft Target Operating Models agreed by Council in February 2014.
COU CPN 002	Work with the Scottish Government on reform to the Police & Fire Services within Scotland to ensure the best possible arrangements for Clackmannanshire	Police and Fire reform is now embedded and local Police and Fire plans were approved by Council in 2013. Local commanders for Police Scotland and Scottish Fire and Rescue Service have been appointed and are working closely with the Council and our partners. I
COU CPN 003	Ensure the Administration of Clackmannanshire Council is transparent and the needs of Clackmannanshire residents are better met by reconsidering the committee structure and the role of elected members	The Council has introduced a revised committee structure bringing an additional dimension to scrutiny both corporately and at a service level. The Council has also redefined the roles of political spokespersons to ensure clear areas of responsibilities for elected members.
COU CPN 004	Pursue a policy of robust Corporate Governance within the Council	Governance Strategy formally adopted by Council and first Annual Governance Statement produced and included in accounts. Individual service governance reviews and improvement plans in existence.
COU CPN 005	Seek to promote good financial stewardship within all Council services	A number of developments are place which seek to promote good financial stewardship. These include regular financial reports to Council; an increase in reserves, budget efficiencies achieved and recognised strength in recent AIP update.
COU CPN 006	Implement a new overall Housing Strategy for Clackmannanshire and introduce a new Housing Business Plan to align with the Council's Vision priorities and new legislation	New Housing & Com. Safety Business Plan approved May 2014. Action completed.

Covalent Code	Priority Action	Latest Note
COU CPN 007	Increase stock of available housing and work with all partners to maximise the availability of affordable housing throughout Clackmannanshire	A number of developments are in place to increase availability of housing in Clackmannanshire. A Strategic Housing Investment Plan was approved by Council which included agreement to acquire empty properties as well as using its own land assets. Council has also agreed a Local Authority Mortgage Scheme which has been implemented. Ochil View Housing Association completed 44 units in Sauchie in 2012/13. The Council completed the first 25 council houses in 30 years (16 in Tullibody and 9 in Alva), the supply of 28 mid market rent properties in Coalsnaughton is due for phased completion by March 2014 and work is due to start on 25 supported housing units at Hallpark.
COU CPN 008	Address the challenges of Social Housing and changes in legislation by promoting efficient and integrated services in and out with the Council	1. £650K GF savings achieved as part of the 2014-15 budget challenge by integrating services. Over £350K savings made on replacement HMBS project. 2. New integrated housing, revenues, PCU and community safety structure approved in February 2014, with implementation beginning in July 2014 3. Vanguard consultants appointed in August 2014 to conduct process review to generate additional efficiencies, and assist response to welfare reform challenges.
COU CPN 009	Deliver more funding to tackle homelessness	20 properties acquired on open market for homeless following a business case. Funds diverted to convert Pine Grove properties to homeless use. Savings generated on concierge service The Orchard project has been re- provisioned.
COU CPN 010	Reduce the Council's levels of debt and ensure the implementation of the Council's Debt Policy	Based on the February 2013 Prudential Indicators report, the Council is projecting a significant reduction by 2015/16 in gross borrowing as maturing external debt is repaid and there is no replacement of the maturing debt as internal cash balances are utilised (2011/12 actual £173m, 2015/16 projection £144m).
COU CPN 011	Embed a corporate philosophy to the management of all services	A number of new corporate approaches are deployed which aims to ensure corporate philosophy of management. These include Budget Challenge, which has been modified in 2014 to better align with Making Clackmannanshire Better, Governance Challenge, Business Planning and Performance Reporting.
COU CPN 012	Maximise appropriate consultation with communities and stakeholders in the implementation of Council policies and activities	The council has produced consultation guidance for officers and partners on consultation good practice. Citizen Space, a web-based consultation interface for residents, has been introduced which aims to improve how we consult and provide information to residents and communities. Major consultations include those relating to the development of the SOA and budget.
COU CPN 013	Introduce and maintain a minimum living wage for Council staff	Minimum Living Wage was implemented in 2012/13 with the rate increasing in 2013/14 from £7.20 to £7.45.
COU CPN 014	Provide funding to allow the implementation of enhanced terms and conditions for craft workers within the Council	Enhanced terms of conditions for Craft Workers has been agreed and implemented.
COU CPN 015	Invest to ensure our IT and fleet infrastructure are fit for purpose	ICT Asset Management Plan has been developed and approved by Council. Investment ongoing to maintain and modernise ICT assets in line with ICT Strategy. A Fleet Asset Management Plan has been approved.
COU CPN 016	Ensure the Council's prosecution policy is upheld	The prosecution policy was agreed in 2012 and has been fully deployed.



Covalent Code	Priority Action	Latest Note
COU CPN 017	Examine the Council's management structures to ensure that these are fit-for-purpose and as effective and efficient as possible	A full reconfiguration of the Councils Management Team and services was approved in February 2014. Following successful recruitment to posts, new management arrangements will take effect from 1st September 2014.
COU CPN 018	Invest in the repair and maintenance of Council properties	Significant investment continues to be made in housing stock (bathrooms, kitchens, central heating, external cladding, etc), and SHQS 95%+ complete. Total Gross Capital Programme 14/15=£11.6M 15/16= £7.8M 16/17=£10.5M 17/18=£8,4M
COU CPN 019	Encourage better liaison with private sector landlords to maximise best practice and availability of housing stock	1. Private lets positively promoted within "Housing Options" service. 2. "Launch pad" IT system established in Housing Options service to allow landlords to advertise properties free of charge. 3. Grant funding has been offered to landlords in Sauchie for door entry systems.
COU CPN 020	Consult upon and, working with relevant partners, introduce a Choice Based Lettings system for Council Housing	Pilot project near completion as at August 2014, aiming for a full live date by early 2015.
COU CPN 021	Introduce practical "real-world" solutions to assist and encourage tenants to secure best-fit tenancies	Housing Options service operating in 'Home@Clacks' since March 2014, providing applicants with a full range of accommodation choices.

## 2 Better Opportunities

Covalent Code	Priority Action	Latest Note
COU CPN 022	Help and support individuals and families by continuing the Council Tax freeze	Council Tax remained frozen in 2013-14
COU CPN 023	Continue to embed a policy of Early Intervention and Raising Attainment within Clackmannanshire's Schools	A Raising Attainment Strategy framework has been considered by Education Committee which sets out a number of initiatives, including the identification of Excellence for All Co-ordinators in each secondary schools under the Excellence for All banner.
COU CPN 024	Ensuring the best attainable start in life by early implementation of the Getting It Right for Every Child principles and practices	Following the recent Children's Services inspection a multi-agency action plan has been developed. The implementation of Phase 1 of 600 hours is also underway, providing all 3 and 4 year olds, and identified 2 year olds increased access to quality learning and care. Regular updates on progress will be provided to the Education Sport and Leisure committee as part of the Quarterly reporting cycle.
COU CPN 025	Providing additional funding to improve resourcing provision within Clackmannanshire	Following the decision to enhance the provision of nursery class teachers an additional teacher has been appointed.
COU CPN 026	Continue to support the Scottish Government's Promise of a job, training or education place for every 16 to 19 year old within Clackmannanshire	Clackmannanshire Apprenticeship initiative introduced in October 2012 has now been fully committed. From the funding available, 35 apprenticeships were created for school leavers.
COU CPN 027	Implement policies and initiatives to encourage local employers to take on local 19 to 24 year olds	Youth Employment Scotland funding has been secured, which will provide an employer recruitment incentive for local businesses being enabled to create employment opportunities for up to 115 young people between June 2013 and December 2014.
COU CPN 028	Continue to support a multi agency approach to deliver the best training and development opportunities for Clackmannanshire residents in Clackmannanshire	We are in the process of developing a new Employment Strategy 2014-17. This will define the support to be provided over the next two years, prioritising activity and resources to targets.
COU CPN 029	Implement an employability initiative for care leavers, in which Looked After Children leaving school are offered employment/training for one year at Clackmannanshire Council	Clackmannanshire Family Firm Initiative has been agreed and resources allocated (£60k). Co-ordinator started on 1 May and will be instrumental in taking initiative forward. All processes and procedures are now in place. Criteria changed for employment/training to minimum of three months extending to six months depending on needs of client. Project is 50% through project life.

Covalent Code	Priority Action	Latest Note
COU CPN 030	Provide additional funding to improve Child Care Services within Clackmannanshire	Funding has been committed to staffing within the Long Term Teams in child care. This has effectively doubled the size of the team to manage demand and mitigate against risk to the local authority. This budget is now established for staffing within the staff complement. Due to recruitment and retention issues of staff , agency staff have been used to fill vacancies however the team is now more established with a recent round of recruitment. There are some vacancies due to turnover of staff however agency workers are no longer used to fill vacancies which are being recruited to.
COU CPN 031	Maintain, embed and increase payments to Kinship Carers by a minimum of 1% per annum	Funding agreed as part of Council budget. A review of payments to kinship carers to align with foster care parent payments is currently underway.
COU CPN 032	Support Clackmannanshire Credit Union and seek ways in which the Council can work to maximise uptake of membership within Clackmannanshire	Support has been provided to the Credit Union through provision of premises and also publicising through The View and on Clacksweb.
COU CPN 033	Support the Scottish Government's Small Business Bonus Scheme	This priority is being supported. The number of recipients in Clacks has increased by 45.6% since 2008 (compared to 38.8% for Scotland as a whole). Likewise, the overall amount of relief provided for businesses in Clacks has increased by 118% over this period compared to 113% for Scotland. Updated to figures will be provided in September as part of reporting to the Scottish Government.
COU CPN 034	Work proactively to attract new businesses and supporting existing businesses through continuing to adopt integrated, 'can do' approaches where appropriate	The Council continues to work in partnership with Clackmannanshire Business, Business Gateway and Scottish Enterprise to support new and existing businesses within Clackmannanshire. This has included bespoke business support, networking opportunities, showcase events for local businesses, training workshops and Meet the Buyers events through work with the Supplier Development Programme. Clackmannanshire Business have launched a new website in August 2014 as an information hub for the business community and potential business investors.
COU CPN 035	Continue to actively encourage businesses to relocate to Clackmannanshire by maintaining a business-friendly and "can-do" approach to promote Clackmannanshire as a prime business location	The Council works through Clackmannanshire Business and other partner organisations to promote the area and attract businesses to relocate and start-up . A regional marketing and media campaign commenced in May 2014 and a new website launched in August 2014.
COU CPN 036	Continue to support, encourage and protect the vital work carried out by Voluntary, Community and Social Enterprise organisations reflecting their commitment to communities and acknowledging the important role they play in the economic revival of Clackmannanshire	An external review was conducted in 13/14 and informed proposals, approved in the budget, for organisations Clackmannanshire Council would continue to fund beyond 2014/15. Working with CTSI, support continues to be provided to a wide range of voluntary and community organisations. Looking to the future, priorities will focus on the development of third sector commissioning strategy, including models of Public Social Partnerships, that will link in with co-produced service redesigns.

Covalent Code	Priority Action	Latest Note
COU CPN 037	Maximise the local benefit of all monies spent by the Council and modifying the Council's Procurement and Contract policies and protocols to assist as many local businesses as possible to obtain Council contracts	The Councils Contract Standing Orders were agreed in December 2012. Embedded within that is approach to maximise the local benefit of all monies spent by the Council through the adoption of the "Procurement Journey" to assist as many local businesses as possible to obtain Council contracts. In addition the Council is working with business partners through Clacksfirst Bid to develop a programme of surgeries aimed at helping local businesses understand public procurement and what's involved when doing business with the public sector.
COU CPN 038	Work with all partners and stakeholders to secure as much additional external funding for Clackmannanshire, as possible	A number of successful funding bids have been secured over a wide range of council business areas. Of particular note;  £4m was secured in 12/13 for a range of energy efficiency initiatives; £4m was secured from Schools of the Future for the new Sauchie West/Craigbank replacement; £2.2 m secured for social housing and £250k for development of cycle path networks.
COU CPN 039	Work with local businesses and employers to continue to promote Clackmannanshire's Tourism potential locally, nationally and internationally	Clackmannanshire Council promoted the area through the media channels opened through Year of Homecoming, including events associated with the Commonwealth Games and The Ryder Cup. Funding was secured from EventScotland to promote the area to the potential visitor audience outside Scotland. Clackmannanshire Business have carried out survey work in June 2014 with the Clackmannanshire tourism sector to identify opportunities for future development. The Council co-ordinated an exhibition stand at the 50+ travel and lifestyle show in October 2013 and at the VisitScotland Expo in April 2014.
COU CPN 040	Continue to support the Clackmannanshire rail project, maximising the benefits it brings to the county	The Council supported the SAK Rail Project. All noise mitigation measures are in place. A copy of the Cambus Station Feasibility Study has been sent to Transport Scotland. Council supported bus service contracts were renewed and timetables co-ordinated in line with rail services at Alloa station in April 2013.
COU CPN 041	Deliver increased investment for the repair and maintenance of Clackmannanshire's roads	The Roads Asset Management Plan (RAMP) has been approved with investment of £1.65m for carriageway and footway surface improvements. The capital investment in 2014/15 is approaching the RAMP estimate of funds required to maintain the current condition of Clackmannanshire's carriageways and footways (£1.69m).  £750k of capital funding has been invested in street lighting improvements. This initiative will convert street lights to low-energy LED lanterns, column improvements and electrical works. Works to initiate in October 2014.
COU CPN 042	Ensure there will be no additional public car-parking charges throughout Clackmannanshire	No additional car-parking charges have been introduced in the 2013-14 budget, nor subsequently.
COU CPN 043	Work with the Scottish Government for the retention of the concessionary bus pass and extending it to Dial-a-journey services	The Council continues to administer applications for National Entitlement Cards in accordance with national guidelines. Retention of the concessionary bus pass is not currently an issue, as we are unaware of any Scottish Government plans to withdraw it. Despite campaigning by organisations such as Age Scotland, it seems unlikely that the Scottish Government will extend concessionary travel to dial-a-bus services as the costs would be considerable. The Council will, however, work with the Scottish Government to further this objective if the opportunity arises.

Covalent Code	Priority Action	Latest Note
COU CPN 044	Roll out the introduction of breakfast clubs, to support working parents and ensuring children have the best start to the school day in a healthy, conducive environment	Investment was made in the 2013-14 budget to mainstream healthy eating initiatives for primary schools, including breakfast clubs.
COU CPN 045	Fund a programme of parental engagement and support in order to assist with raising attainment levels of secondary school pupils	This indicator is now incorporated within COU CPN 046
COU CPN 046	Introduce additional educational attainment staff in each of our three secondary schools, to give extra support, mentoring and coaching to pupils	As part of the Excellence for All pilot resources were provided to the three secondary schools in Clackmannanshire to provide additional support, mentoring and coaching to pupils. These functions are now being mainstreamed following successful pilot project.
COU CPN 047	Provide additional funding to repair, maintain and improve our primary school estate, as well as providing a new primary school for St. John's and Claremont catchment areas	<p>Additional investment was provided in the capital budget agreed in 2013-14 (funding increased from £750k to £1m each year). This includes;</p> <p>A re-fit in part of Alva Primary to accommodate a specialist provision. A base for children with ASD (Autism).</p> <p>Redwell School was handed over to Clackmannanshire Council on 8th August 2014. It opened to staff on 18th August 2014 and pupils on 21st August 2014.</p> <p>An extensive programme of refurbishment has been undertaken across the school estate.</p>
COU CPN 048	Deliver a holistic Sports and Leisure Strategy for the whole of Clackmannanshire in conjunction with local clubs and groups	The interim Leisure and Sport Strategy 2013-15 was approved by the Education, Sport & Leisure Committee in November 2013.

### 3 Better Communities

Covalent Code	Priority Action	Latest Note
COU CPN 049	Retain and develop existing Community Access Points within existing settlements based on the Community Hub model, extending the range of services accessible locally to communities. As a first step, provide a Tillicoultry Community Hub in consultation and partnership with the Community.	The Ben Cleuch Centre in Tillicoultry opened in late 2012. The newly renovated Speirs centre will open in Alloa in October 2014.
COU CPN 050	Continue to work with Local Traders and property owners to revitalise our high streets through innovative and flexible use of shop units and upper premises and support the ongoing town centre redevelopment and improvement of Alloa Town Centre	A number of initiatives are progressing which aims to revitalise our high streets and Alloa Town Centre. This work includes collaborating with partners on the Alloa Town Centre BID to extend the Imagine Alloa regeneration project.
COU CPN 051	Continue to operate in partnership with all community councils, tenants and residents associations in order to maximise the community benefit of Council activities, noting initiatives to encourage local democracy. For example Youth Councils facilitated by Local Community Councils and involvement in the Scottish Parliament's Community Council Working Group	The majority of communities now have either community actions plans in place or are currently developing them. Two communities are receiving support throughout 2014/15 in this regard. The Council continues to engage with Community Councils and Tenants and Residents Federations through a dedicated liaison officer and also through the Third Sector Forum in partnership with the Clackmannanshire Third Sector Interface.
COU CPN 052	Recycle the proceeds of Council Investment Property Sales to create a Capital Investment Fund to stimulate intervention on vacant, derelict and underused premises within Clackmannanshire in order to benefit local businesses and communities	<p>The Council agreed in 2012 to pursue several economic stimulus initiatives including the creation of an Economic Investment Fund. In so doing it was intended that the proceeds of investment property sales at Dumyat and Pavilions Business Parks would be essentially "recycled" to stimulate further business development opportunities. To date the emphasis has been on securing the land sales at both business parks. In the case of Dumyat Business Park a receipt of £160,000 has so far been achieved with another potential development sale pending. At Alloa a sale is also being concluded such that an initial Fund of some £350,000 is currently envisaged.</p> <p>There are a number of options as to how to secure further business development opportunities ranging from, for example, upgrading of vacant Council owned shops to servicing undeveloped Council-owned business sites for sale to small/medium sized businesses wishing to pursue self-build business premises. A market appraisal is to be undertaken in consultation with the local business community to clarify the specific needs of local businesses in order that the Economic Investment Fund can be directed at agreed priorities. It is proposed that a report will be prepared for the E &amp; E Committee of 6 November 2014 setting out the findings of this appraisal in order that some of the Economic Investment Fund can be directed at agreed Council business property priorities.</p>

Covalent Code	Priority Action	Latest Note
COU CPN 053	Introduce a Capital Spend to Save Fund to enhance and work in conjunction with the Council's Revenue Spend to Save Fund, in order to maximise potential benefit to Clackmannanshire residents and/or businesses	A Capital Spend to Save Fund is now in place.
COU CPN 054	Ensure Clackmannanshire Council halls and facilities are utilised to maximum benefit	Utilisation of the Councils halls and facilities is monitored. Following a pilot in Tullibody as part of the Making Clackmannanshire Better programme, a draft Target Operating Model has been developed to shape future design of community-based services.
COU CPN 055	Support community-led initiatives to, where appropriate, manage and maintain local halls and facilities	A number of initiatives continue to be supported. The Community Development Fund introduced as part of the 2014/15 budget has been initiated. A number of community groups have made bids to upgrade facilities.
COU CPN 056	Continue to take a robust approach to anti-social behaviour and drug-dealing within Clackmannanshire through cross service and Government agency working and where practical adopt and pilot new approaches to tackling drug dependency	1. New Community Safety Strategy has been adopted which requires all services to make a commitment to dealing with community safety. 2. A new MATAC process has been launched with Police Scotland and other partners to quickly target resources on any emerging patterns of ASB.
COU CPN 057	Adopt a proactive approach to reducing litter, fly tipping and dog fouling by thorough use of existing legislation, increased staff training, patrolling and enforcement	Awareness/Publicity - advantage has been taken of funding to support awareness of the increase in fixed penalty notices and the effects of littering in our communities by having litter awareness posters, branded with Clackmannanshire village names, installed on bus shelter advertising panels. A press release to back up the awareness campaign has been made, see <a href="http://www.clacksweb.org.uk/council/press/?release=3936">http://www.clacksweb.org.uk/council/press/?release=3936</a>
COU CPN 058	Invest to keep Clackmannanshire at the very forefront of recycling, sustainability and zero waste initiatives	Clackmannanshire Council's Zero Waste Strategy and investment in recycling infrastructure has maintained the Council as Scotland's top performing recycler with a recycling rate of 59.9% for the calendar year 2013.
COU CPN 059	Maximise opportunities and investment to further develop energy efficiency initiatives within Clackmannanshire as part of a greater move to mitigate fuel poverty in the area	The Council has progressed a significant number of energy efficiency initiatives in Clackmannanshire. These have included a programme of central heating and energy efficiency upgrades totalling investment of over £13m. A large majority of this investment has been drawn from external sources including energy companies, HEEPS (Home Energy Efficiency Programme Scotland and the National Retrofit pilot in 12/13.
COU CPN 060	Actively encourage developers and landowners to transfer new public spaces to the Council for future adoption and maintenance	This has been consulted on and is now included in the Local Development Plan and Open Space Strategy.
COU CPN 061	Seek to re-market and utilise the following surplus Council sites in a way that maximises benefit to the local communities, including:- Former Tullis Site, Tullibody Former Alva Academy Site, Alva; and Former Community Centre, Tillicoultry	A number of developments are in progress. Half of the former Tullis site has been sold for residential development. The use of the former Tillicoultry Community Centre site is being reviewed. Alva Academy has been approved for sale to Tigh Grian for 48 new social housing units. The former Fairfield School site is now being designed for housing. An offer for the former Claremont Primary School site is being considered. Greenfield negotiations with the successful bidder are ongoing.
COU CPN 062	Lead by example as a responsible landowner in seeking to ensure that all surplus housing development sites which the Council owns will only be sold on the basis that the Council retains ownership and responsibility for public open space maintenance thereafter	This policy position has been formally adopted by Council and is implemented through requirements in conditions of sale.

Covalent Code	Priority Action	Latest Note
COU CPN 063	Seek support from the Convention of Scottish Local Authorities for a change in primary legislation such that the adoption and maintenance of public open space may be treated consistently with the national approach to adopting and maintaining the associated public roads, footpaths and street lighting	CoSLA did not support the Council's view on a national agreement on adopting and maintaining public open space. CoSLA advised that this is a matter for individual authorities.
COU CPN 064	Continue to promote green energy schemes and improve recycling rates, with the objective of saving money as well as helping the environment	An extensive programme has been undertaken as regards the re-use of furniture, fixtures and equipment from St. Johns Primary School, Claremont Primary School, Lime Tree House and Greenfield. An innovative Biomass heating system was installed at the new Redwell Primary School in August 2014. Photovoltaic panels have been fitted to eleven Council buildings. An extensive programme of refurbishment has been undertaken across the school estate to install energy efficient lighting. The Proposed Local Development Plan has been approved by Council for submission to the Scottish Ministers: it includes policies that support green energy and zero waste objectives. The Sustainability and Climate Change Strategy is currently being reviewed and revised.
COU CPN 065	Promote energy efficiency and a sustainable environment for our citizens through the early adoption of good practice and pilot projects to demonstrate and examine the best fit of these measures for Clackmannanshire	An extensive programme has been undertaken as regards the re-use of furniture, fixtures and equipment from St. Johns Primary School, Claremont Primary School, Lime Tree House and Greenfield. The innovative Biomass heating system was installed at the new Redwell Primary School in August 2014. Photovoltaic panels have been fitted to eleven Council buildings. An extensive programme of refurbishment has been undertaken across the school estate to install energy efficient lighting. The Proposed Local Development Plan has been approved by Council for submission to the Scottish Ministers: this contains policies that support energy efficiency and environmental improvement.
COU CPN 066	Seek to maximise the use of Community Payback Orders to benefit local communities	The Community Payback Order scheme (CPO) is fully implemented and available through courts as a community disposal.
COU CPN 067	Undertake a review of all public toilet provision in Clackmannanshire	A data collection and fact-finding exercise has commenced.
COU CPN 068	Promote and support village/small town centre initiatives, designed to enhance village and small town centres throughout Clackmannanshire	A seven-year programme worth £1,250,000 was approved at Council in February 2013 to enhance village and town centre's throughout Clackmannanshire. The most recent report on 21st February 2014 has indicated a bi-annual increase of 150k, including an additional 150k for Sauchie, and identified Alva, Tillicoultry and Clackmannan as the next priority areas. The Streetscape programme focuses on making environmental improvements to main residential and thoroughfare areas. This will include street furniture and hard-scaping. Both programmes are mirrored within the HRA Capital Budget to ensure it is equally applicable for HRA asset enhancement.



Covalent Code	Priority Action	Latest Note
COU CPN 069	Continue to support the Ochil Landscape Partnership to secure long term improvements	<p>The OLP is coming to the end of a successful three-year £2m Landscape Partnership Scheme delivery programme which includes 22 projects across 3 programmes: "Your Wee Bit Hill and Glen", "By the Banks of the Devon" and "The Hills of Time". These projects range from path improvements, new footbridges, interpretation boards, control of invasive non-native species, Online Virtual Landscape, Mobile App, Geo-cache trails, The Ochils Festival, Historic Kirkyards Trail, Hillfoots Diamond Jubilee Way and The Devon Trail. Central to success has been the level of volunteer input. In June 2014 an additional 208 volunteers registered, taking the total number to over 560. The 3rd annual Ochils Festival in June 2014 saw in excess of 2,000 attendees over 47 events continuing the trend of increased participation year on year.</p> <p>The OLP has begun the process to form a legacy organisation in the form of a Scottish Charitable Incorporated Organisation (SCIO) and is developing a business plan to maintain the current projects for at least the next ten years and to potentially cover the whole of the county beyond the Hillfoots. The plan is to underpin future activities with a number of social enterprises including a permanent visitor centre, community growing and orchards. Depending on the outcome of a forthcoming Coastal Communities Fund application, Gartmorn Dam Country Park may become one of the sites to be improved in Clackmannanshire.</p> <p>This project has won the Fintry Development Trust's 2014 Award for Inspirational "All Round Good Egg" and a Certificate of Merit from the recent 2014 Clacks Business Awards.</p>
COU CPN 070	Repair and reopen the footpath at Mill Glen, Tillicoultry	The Council have committed additional funding for Tillicoultry Glen this financial year and are currently progressing design proposals.