THIS PAPER RELATES TO ITEM 11 ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to	Resources & Audit Committee
Date of Meeting:	24 th September 2015
Subject:	Corporate Plan 2012-17 Progress Report
Report by:	Head of Strategy & Customer Services

1.0 Purpose

1.1. The purpose of this report is to provide the Resources and Audit Committee with a progress update on 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 (excluding those reported as complete in previous years).

2.0 Recommendations

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

3.0 Considerations

Summary

- 3.1. Clackmannanshire Council's Corporate Plan 2012-17 was approved by Council in October 2012. This plan set out the Council's vision for Taking Clackmannanshire Forward through focussing on Better Services, Better Opportunities and Better Communities. Priority actions were identified to address each of these areas.
- 3.2. At the end of the 2014/15 financial year, 3 years of plan's 5 year life-cycle have passed and 44 of the 70 actions have been completed (63%). Actions completed in 2012/13 (20 actions, 29%) and 2013/14 (14 actions, 20%) have not been included in Appendix A. Taking into account progress made on actions that are still in progress, the overall plan is 87% complete.
- 3.3. A plan of this nature and timescale will inevitably become more complex to report on as time passes. The Council must be adaptive and flexible, learn from best practice and respond to internal and external changes, and options appraisals often demonstrate that alternatives may be more effective. Some actions may, therefore, be expanded, superseded or de-prioritised as the change programme, Making Clackmannanshire Better (MCB), progresses.

Better Services

- 3.4. 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 to make the best use of all resources, particularly focussing on prevention (including preventative spend) and transparent and accountable service delivery is also key.
- 3.5. Of the 21 actions in this section of the plan, 16 have already been reported to Resources & Audit Committee as complete and a further 2 actions were completed in 2014/15. The 3 remaining actions are each at least 60% complete and those regarding investment cannot be marked as complete until budgets for the final year of the plan are known.
- 3.6. We continue to improve both Council and partnership service provision through a a range of MCB and Alliance initiatives, e.g. process improvement with Vanguard Scotland, and the Early Years Collaborative. Major partnership projects such as Shared Services and Health & Care Integration, as well as leadership development and local government benchmarking are also improving awareness of best practice, efficiency and integration.
- 3.7. Clacks 1000 survey respondents agreeing that 'Public Services work well together in Clackmannanshire' has increased from 14% to 42% in the last 5 years. Over the same time period, respondents who rate public services overall as fairly or very good has also increased from 73% to 93%.
- 3.8. Audit Scotland's scrutiny activity is formed on the basis of risks and concerns highlighted by the Local Area Network (LAN) of audit and inspection bodies. The Local Scrutiny Plan for Clackmannanshire Council in 2015/16 states that:

"In the 2014-17 Assurance and Improvement Plan (AIP) the LAN did not identify any specific areas where scrutiny was required."

Better Opportunities

- 3.9. Clackmannanshire provides great potential for residents and businesses and the Council is keen to maximise this potential. We want to help improve life chances for individuals and families and create a more positive environment for local businesses. The Corporate Plan also identifies key areas of focus including early intervention and parenting initiatives to ensure that all young people have the best start in life and that vulnerable residents are supported.
- 3.10. 12 of the 27 actions in this section of the plan have been reported as completed in previous years, and a further 7 were completed in 2014/15. Of the 8 actions that remain In Progress, most represent ongoing strategic goals where work will continue for the foreseeable future, and certainly beyond the current Corporate Plan's life-cycle. Many are closely inter-related and are being progressed through grouped MCB workstreams and business cases to ensure comprehensive solutions are implemented.
- 3.11. Early intervention and prevention are vital to this section of the plan, with key actions involving children's services, caring and homelessness. The Council

- also continues to support businesses, tourism and employability for the benefit of individuals, employers and the local economy.
- 3.12. The Council's Economic Development team supported 249 businesses in 2014/15, and 37 of the 44 business start-ups supported were still trading at the 12 month point. Tourism revenue has increased from £14.56m to £16.11m over the last 4 years. A range of homelessness indicators are monitored and, though we are marginally below target on some, work with Vanguard has focussed efforts on providing a single point of contact for applicants.
- 3.13. Clacks 1000 respondents stating their quality of life as 'good' or 'very good' increased from 69% to 92% over 4 surveys. School leavers progressing to 'positive destinations' increased from 85% to 93% over 4 years and in 2013/14 (latest available), we improved substantially from worst in Scotland (32nd) to within the top half of Councils (15th) in a single year. Further attention is being focussed on ensuring all groups are aware of available support so opportunities can be taken up at the earliest stage possible.

Better Communities

- 3.14. Clackmannanshire's towns and villages are the heart of the County and ensuring they are maintained appropriately has enormous benefit. Working with communities, businesses and property owners to enhance the area is a key Corporate Plan vision. Actions involve how we engage and work in partnership with communities to address issues around community safety, use of open spaces and protecting our natural and built heritage.
- 3.15. In this section of the Corporate Plan, 6 actions have already been reported as complete and another 1 was completed in 2014/15. Again, many of these actions are close to completion, involve longer-term projects and programmes and/or are encompassed in MCB business cases.
- 3.16. As shown in Appendix A, work has been conducted around Community Access Points and hubs, as well as other halls and facilities to improve provision and use. Community action plans and initiatives continue to be developed and implemented, as do town centre improvement initiatives. Our key focus on environmental factors such as litter, recycling and energy efficiency is also maintained through MCB business case development.
- 3.17. 93% of Clacks 1000 survey respondents are 'fairly' or 'very' satisfied with their neighbourhood as a place to stay and, over 5 surveys, respondents agreeing that 'the area has a strong sense of community' increased from 25% to 58%. Over the same period there was an improvement from 14% to 35% in satisfaction with opportunities for participation in local decision-making
- 3.18. Streets assessed through audits as having 'acceptable' cleanliness levels rose from 94% in 2012/13 to 97% in 2014/15. Over 5 years, our recycling rate has increased from 47% to 60% and in 2014 we achieved the national target for 2020. Due to being ranked best in Scotland for many years in this areas of work, Clackmannanshire is also now leading a 'family group' as part of the Local Government Benchmarking Framework to share best practice.

Conclusions

3.19. At the end of the 3rd year of Clackmannanshire Council's 5-year Corporate Plan, significant progress can be demonstrated on actions and initiatives that are Taking Clackmannanshire Forward. Though the Council continues to address significant financial challenges, Services, Opportunities and Communities continue to improve, as demonstrated through performance indicators, community perceptions and inspection findings.

4.0	Sustainability Implications	
4.1.	There are no sustainability implications arising directly 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 re This includes a reference to full life cycle costs where appropriate. Ye There are no financial implications arising directly from this report.	port. s 🔲
5.3.	Finance have been consulted and have agreed the financial implications a set out in the report.	as s 🗹
5.4.	Staffing - There are no staffing implications arising directly from this repor	t.
6.0	Exempt Reports	
6.1.	Is this report exempt? Yes \square (please detail the reasons for exemption below) $\mathbb N$	o 🗹
7.0	Declarations The recommendations contained within this report support or implement of Corporate Priorities and Council Policies.	ur
(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	\checkmark

8.0 Equalities Impact

(2)

Council Policies (Please detail)

8.1		Have you undertaken the required equalities impact assessment to ensure hat no groups are adversely affected by the recommendations? Yes □ No ☑			
9.0 9.1	Legality It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓				
10.0 10.1	The second				
11.0 11.1 Author	1.1 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 ☑				
NAME	-	DESIGNATION		TEL NO / EXTENSION	
Judi Ri	chardson	Performance & Information Adviser		2105	
Approved by					
NAME DESIGNATION		SIGNAT	URE		
		Head of Strategy & Customer Services			
Elaine McPherson Chief Executive			,		

Appendix A - Corporate Plan 2012-17 Action Progress 2014-15 end of year progress report on actions from Clackmannanshire Council's 2012-17 Corporate Plan



Better Services

Code	Action	Progress
COU CPN 001		Approaches have been developed and options set out in MCB business cases, including further proposals for consultation in September 2015.
COU CPN 008	changes in legislation by promoting efficient and integrated services in and out with the	PCU added to Housing Service March 2014, Revenues added in August 2014. Number of service managers reduced from 4 to 2 and savings continued to be made across the integrated service. Service levels / KPIs in most areas improving. Work with Vanguard consultants ongoing.
COU CPN 009	Deliver more funding to tackle homelessness	On site Projects Delph Road, Tullibody is being developed by Kingdom Housing Association. There was some under spend on the site in 2014/15 and the remaining £912k will be spent out during 2015/16 with 27 units due for completion in March 2016. Ann Street, Tillicoultry (former community centre). Being built as a result of a successful challenge fund bid. Kingdom is managing the development of this site using the HubCo framework and will be on site by the end of May, with 21 completed units by March 2016. In addition to the town centre funding of £782k, there will be a grant allocation of £232k. Fairfield, Sauchie. The 17 units being built by Marshalls through Hubco are due for completion by the end of the financial year. Pipeline Projects Redwell Place, Alloa. This former garage site is being redeveloped by Kingdom for a single, adapted bungalow. The tender for this project is currently with the Scottish Government for approval and, pending their decision, should attract a grant of around £170k. (As this is over 'benchmark' funding, particular scrutiny is applied to ensure value for money is achieved). The Orchard, Tullibody is due for demolition by early July 2015, costs associated with demolition and fees will mean a spend of at least £100k. The site will provide 12 new council properties for rent. Primrose Place, Alloa, bought by Kingdom Housing Association, is programmed in for a site start in October 2015. The plot requires demolition and site investigation prior to development and Kingdom have advised that there will be substantial spend prior to April 2016. Former Alva AcademySite. Work is expected to start in August on the 48 'greener homes' being built by Link and Paragon Housing Associations.

Code	Action	Progress
		Primrose Street, Alloa acquired by Clacks Council in March 2015 for future development.
		It should be noted however that the Council has little control over delivering funding for homelessness.
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. Desktop Replacement plan in progress; Additional Capital identified to resource ICT replacements in schools; Major systems being replaced eg ne Finance System. A Fleet Asset Management Plan has been approved and a Fleet Capital replacement programme is also approved to maintain the Council's Fleet in a fit for purpose state.
COU CPN 020	Consult upon and, working with relevant partners, introduce a Choice Based Lettings system for Council Housing	System now implemented. It is not used on every void as it was found this would generate significant failure demand.

Better Opportunities

Code	Action	Progress
		The Education Service Strategic plan sets out very clear and ambitious targets around Early Intervention and Raising Attainment. Key actions and measures have been identified which will support the Service in ensuring that it effectively monitors progress on the impact of improvement priorities.
		Early Intervention – The implementation of Phase 1 of 600 hours of Early Learning and Childcare which provided all 3 and 4 year olds, and entitled 2 year olds increased access to quality learning and care is complete. As part of this, 2 nursery classes have piloted offering 600 hours of Early Learning and Childcare in a more flexible model. Following on from the feedback and success of this, Phase 2 of 600 hours is now underway and a further 3 nursery classes will offer flexible hours next session. 4 nurseries offered places to entitled 2 year old children during the session 2014/2015. Following on from the success of this, a further 2 nursery classes will offer places to entitled 2 year olds next session.
		Raising Attainment – A Raising Attainment Strategy was approved at the Education, Sport and Leisure Committee in November 2014. The six key drivers to raise attainment identified within the strategy are: enabled leadership; family and community; excellent learning and teaching; literacy and

Code	Action	Progress
		numeracy; and data analysis. The Education Service submitted a bid to the Scottish Government as part of the Scottish Attainment Challenge in May 2015. The Service has secured £718k for 14/15 from the Scottish Government to support raising attainment developments. This will be used to support developments in all primary schools to raise attainment. Updates will be given to the Education, Sport and Leisure Committee within Quarterly Reporting.
COU CPN 024		Following the recent Children's Services inspection a multi-agency action plan has been developed. All schools and establishments have embedded the use of the GIRFEC National Practice Model and the accompanying assessment, planning and evaluation suite of paperwork. A programme of quality assurance both by Education and by the multi-agency partnership supports that implementation. In addition a cycle of multi-agency training modules, has been planned with date up to August 2017 in place. Guidance for education staff has been updated for the 2015 – 2016 session, to reflect the results of quality assurance, Children's Services Inspection findings and the changes introduced by the Children and Young People (Scotland) Act 2014. Regular updates on progress will be provided to the Education Sport and Leisure committee as part of the Quarterly reporting cycle.
COU CPN 025		All nursery classes will continue to have a nursery teacher next session. Work is continuing to develop a continuum of support for children and young people with autism in Clackmannanshire. Growth has continued in the primary and secondary autism provisions, with increases in staffing being achieved from existing funds. Space required for these provisions has also increased in the host schools for both. A wide range of Education staff have been closely involved in the development of the Local Autism Strategy and are represented in each of the working groups.
COU CPN 027		The Youth Employment Scotland (YES) funding finished at end of June 2015. It provided a recruitment incentive for local employers to create 120 employment opportunities for young people over a 2 year period from June 2013. In July 2015, Scotland's Employer Recruitment Incentive replaced YES and 28 funding places have been allocated to Clackmannanshire to help local businesses with the additional costs of recruiting young people in employment, including Modern Apprentices. The new Incentive funding will be delivered by the Council's Economic Development service who also deliver a range of employability programmes, including the Employability Fund and Modern Apprenticeships, which specifically target young people. Other Economic Development programmes such as the new Clackmannanshire Works ESF project will provide employability support to local residents, including young people.
COU CPN 028	to deliver the best training and development	The new Employability Strategy for Clackmannanshire was endorsed by the Clackmannanshire Alliance in December 2014. The strategy highlights priority actions for the Local Employability Partners over a 3 year period. Key priorities include driving the strategic

Code	Action	Progress
	in Clackmannanshire	approach by fully realising the potential employability role of all front line staff who engage with unemployed clients, working at a wider scale to support local people to take up jobs locally and further afield, and placing employability in the context of business growth by developing an even stronger focus on the needs of employers.
	leavers, in which Looked After Children	All processes and procedures in place. Criteria changed employment/training for minimum of three months extending to six months depending on needs of client. This service is well established now and is working currently with 18 young people in placement.
COU CPN 031		A working group is looking at ensuring we have consistent approaches to this across the shared service with financial assessments being completed for all Kinship Carers and income maximisation this will pave the way for the payment of the new allowances which will be backdated where appropriate.
COU CPN 032		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	We currently have 52.84% uptake of SBB against properties. This is a 7.17% increase on September 14. There were 827 accounts with a value of £1,419,294.19 at September. Support will continue on an ongoing basis to increase awareness and uptake.
COU CPN 034	and supporting existing businesses through	The Council continues to work in partnership with Clackmannanshire Business, Business Gateway, Skills Development Scotland, VisitScotland and Scottish Enterprise to support new and existing businesses in Clackmannanshire. This has included bespoke business support, working with employers to address training and recruitment needs, networking opportunities, showcase events for local businesses, training workshops and Meet the Buyer events through work with the Supplier Development Programme. Activities under this Action are now fully integrated with employability initiatives.
COU CPN 035	relocate to Clackmannanshire by maintaining	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 and is ongoing and subject to review.
COU CPN 036	the vital work carried out by Voluntary,	

Code	Action	Progress
	role they play in the economic revival of Clackmannanshire	
		Approaches for maximising external funding are funding are explored in MCB business case on review of Third Sector funding consultation in September 2015.
COU CPN 039	continue to promote Clackmannanshire's Tourism potential locally, nationally and internationally	The Clackmannanshire Business tourism sub-group has been formed as a opportunity for the existing 'Discover Clackmannanshire' industry tourism group to work more effectively, collaborate across business networks, drive the local tourism agenda and to support tourism development. The group meets bimonthly and achievements this year have included an industry survey, the development of an event strategy and the delivery of a Whisky Event in May 2015 to raise the profile of Clackmannanshire's Whisky Heritage. The group are working with VisitScotland and EventScotland to maximise on the opportunities for funding and marketing through the 2015 Scotland's Year of Food & Drink, and to develop plans for maximising on the opportunities of scheduled future theme years.
COU CPN 043	retention of the concessionary bus pass and	Action 1 - The Scottish Government intends to retain the concessionary bus pass (National Entitlement Card) and progress on this part is 100% complete. Action 2 - Extending the NEC to Dial-a-Journey services is unaffordable and the Scottish Government have no plans to extend it, therefore this part of the action will not be completed.

Better Communities

Code	Action	Progress
	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.	
	property owners to revitalise our high streets	

Code	Action	Progress
COU CPN 051	community councils, tenants and residents associations in order to maximise the	
COU CPN 052	Property Sales to create a Capital Investment Fund to stimulate intervention on vacant, derelict and underused premises within	To progress this action 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 property sales at both business parks and various sales on both parks including sales to Speyside Cooperage, Oakwood Foundation and Ceteris have now been achieved through the Joint Venture Company in which the Council is a shareholder. Discussions are ongoing on the disposal of further sites
COU CPN 054	Ensure Clackmannanshire Council halls and facilities are utilised to maximum benefit	A service review of the leisure service is underway to improve customer experience/reduce operating costs. Usage figures for each leisure facility are now being closely monitored. This will be reported as part of a wider leisure project to control costs and maximise use of PPP schools.
		A review of leisure provision in local halls is being progressed, following the transfer of the leisure ops service into Customer Services from Jan 2015. Options for future delivery of local halls and facilities is being undertaken in consultation with JCCF/Community Councils and as part of developments arising from the Community Empowerment Act.
COU CPN 056	social behaviour and drug-dealing within Clackmannanshire through cross service and	The MATAC process continues to develop and the Council continues to deploy the national Deter Strategy as part of the work of the Forth Valley Serious Organisation Crime group. A number of processes have been strengthened, including procurement processes to assist in cutting off the oxygen supply of drug dealers, which is often laundered money.
COU CPN 057		Review of approach to enforcement approved at Special Council meeting in February 2015. Review has commenced but still currently on going. Business case to be developed by August 2015
COU CPN 059		Agreed to create a new team to concentrate energy efficiency efforts and build expertise. A number of significant initiatives currently being pursued actively, and various bids for

Code	Action	Progress
	within Clackmannanshire as part of a greater move to mitigate fuel poverty in the area	additional funding have been successful or are currently being considered.
	surplus Council sites in a way that maximises benefit to the local communities, including:- Former Tullis Site, Tullibody Former Alva	The Council approved an Annual Property Review 2015/16 report on 14th May 2015 which advised of the proposed disposal plan for 2015/16. There is a target income (including potential savings) of £1.9 million. To date, £932,000 is already expected from disposal/agreed sales and a further five properties are subject to current marketing/interest: Former St. John's School; Former Glenochil Nursery; Ground at Alexandra Street, Devonside; Former Alva Academy (west); Former Tullis site (North). The report also identified all completed disposals from June 2013 and March 2015 including the former Community Centre, Tillicoultry.
	and improve recycling rates, with the objective	Home Energy Efficiency Programme Area Based Schemes (HEEPS: ABS) 2015/16 The bid for Home Energy Efficiency Programme: Area Based Schemes (HEEPS:ABS) 2015/16 was approved by the Scottish Government in June 2015. The Council has been awarded £794,777 to install energy efficiency measures to 664 traditional and non traditional homes. The scheme will incorporate the provision of external wall insulation on 114 non traditional houses (31 Council and 83 owners) located in Alva, Coalsnaughton and Tullibody and the installation of loft insulation and cavity wall insulation into 540 home owners properties located in areas of identified fuel poverty. The value of this programme is estimated at £2,155,724, with the bulk of the funding coming from Scottish Government HEEPS programme (£794,776) and Energy Company Obligation (ECO) monies (£790,371). The Council has committed £356,000 in the Housing Revenue Account, from underspend in the 2014/15 programme, to be carried forward to pay for work to Council owned properties. Home owners, including registered private landlords, can apply for a Scottish Government HEEPS loan if required.
COU CPN 065	environment for our citizens through the early adoption of good practice and pilot projects to	The Council has been offered two grants from the Local Energy Challenge Fund: to carry out financial and legal explorations into the viability of recovering waste heat from the O-I glass works and using it in a district heating network; and to investigate the feasibility of combining water-source heat pumps and pico-scale hydroelectric generation in the Hillfoots. The Modified Local Development Plan has been approved by Council and Scottish Ministers have now given their authority to the Council to adopt the plan (19 August 2015).
	Undertake a review of all public toilet provision in Clackmannanshire	This has now been incorporated as part of the current review of the Council's whole Asset structure.
		The programme is in the final stages of construction working in Sauchie whilst proposals in Tullibody are dependant on the conditions for the use of £40,000 from private sector housing

Code	Action				Progress
	small to Clackmannan		centres	J	funds, which will be determined at August Council. This has caused a 4-6 weeks delay. If agreed proposals will be finalised and presented to the MCB board with an expected start date for works to be October. If this is not agreed a redesign of the proposed plan will have to be undertaken.
				provements	Ochils Landscape Partnership. The initiative comes to a formal end on 31st August 2015. A variety of funding sources has been used to deliver projects including funds delivered through a Section 75 Agreement between the Council and developers of the Burnfoot Hill Windfarm. A report to the Council on 25th June described the progress made on delivering the agreed 22 projects as well as work being done on developing a successor organisation to take forward and further develop the work of the Partnership. It was agreed to put in place transition arrangements using the Section 75 funding to maintain projects as well as to fund a post to oversee maintenance and further develop Business Plan proposals for a successor organisation.
COU CPN 070	Repair and re	eopen th	e footpath a		The Council have committed additional funding for Tillicoultry Glen this financial year. Design proposals have been prepared, and put out to tender. Options are being considered.