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**Report to** Scrutiny Committee

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**Date of Meeting:** 26 October 2016

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**Subject:** Corporate Plan 2012-17 Progress Report

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

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## **1.0 Purpose**

- 1.1. This report provides 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 2015/16 financial year, the 4<sup>th</sup> year in the plan's 5 year life-cycle, 49 of the 70 actions have been completed (70%). Appendix A shows progress on remaining actions that have not yet been reported to committee as complete in previous years. Taking into account progress made on actions that are still in progress, the overall plan is 93% complete as it enters its final year.
- 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. Options appraisals or legislative changes may also often require alternative actions to be completed instead, or suggest that they would be more effective. Some actions may, therefore, be expanded, superseded or de-prioritised as the corporate change programme progresses.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, 18 were already complete, a further 2 were completed in 2015/16, and the remaining action is 80% complete. The 2 now complete relate to social housing and homelessness, and further progress has been made on IT and Fleet infrastructure. In this section, actions related to various areas, including housing, governance and public sector reform, several of which require ongoing review. In some cases, therefore, marking as complete does not mean that activity will cease, but that mechanisms for ensuring they are reconsidered on a regular basis have been put in place.

## **Better Opportunities**

- 3.6. 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.
- 3.7. 19 of the 27 actions in this section of the plan were completed in previous years, 1 further action was completed in 2015/16, and each of the 7 remaining actions are at least 60% complete. Good progress has been made in relation to Education actions, some of which are dependent on national factors and will be implemented during 2017/18. The action regarding kinship care has now been completed and further progress can also be seen in various areas of Economic Development and employability.

## **Better Communities**

- 3.8. 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.
- 3.9. In this section, 22 actions were identified, 7 were already complete and 2 were completed during 2015/16. All remaining actions are at least 50% complete, with the exception of the village/small town centre initiatives action, as some target dates for initiatives extend to 2018/19, beyond the life-span of the Corporate Plan. Actions regarding anti-social behaviour and the Ochil Landscape Partnership have been completed, and progress can be seen regarding actions around community hubs, high streets, property sales, halls & facilities, littering, energy efficiency and footpaths.

## Conclusions

- 3.10. At the end of the 4<sup>th</sup> 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. This report has no direct sustainability implications.

### 5.0 Resource Implications

- 5.1. *Financial Details* - This report has no direct financial implications.
- 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* – This report has no direct staffing implications.

### 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

### 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 A – Corporate Plan 2012-17 Actions

### 11.0 Background Papers

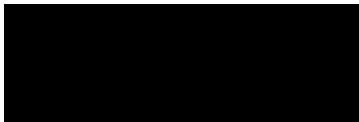

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

#### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

#### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Garry Dallas	Executive Director	

## Appendix A – Corporate Plan 2012-17 Actions

2015-16 end of year progress report on actions from Clackmannanshire Council's 2012-17 Corporate Plan

### Better Services

Code	Action	Progress
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	Services integrated. Work with Vanguard complete. Efficiency work continues.
COU CPN 009	Deliver more funding to tackle homelessness	Target was outwith control of Council. That said, since 2012, 330 affordable houses have been completed. The Scottish Government has increased funding for 2016-17 by over 50% and 106 units will be completed. This looks like the highest figure since at least 1997, the earliest for which we have records.
COU CPN 015	Invest to ensure our IT and fleet infrastructure are fit for purpose	Updates to Information & Communication Technologies (ICT) infrastructure supported annually by Capital investment in line with approved ICT Asset Plan. Significant projects in year include modern cloud based Finance system (now live); replacement of officer workstations and school desktop computers (rolling programmes), and virtualisation of Council's server estate onto modern hardware. Significant upgrades of wifi infrastructure carried out in schools and being rolled out across rest of Council in coming months. Fleet Services is undergoing a significant review covering the service delivery model and examining alternative procurement strategy for Fleet assets, e.g. lease -v- purchase.

### Better Opportunities

Code	Action	Progress
COU CPN 023	Continue to embed a policy of Early Intervention and Raising Attainment within Clackmannanshire's Schools	The final phase of the implementation of 600 hours of early learning and childcare is underway. As of August 2016, all nursery classes apart from one, will offer the 600 hours in a flexible way. Parents/carers can choose morning, afternoon or a mixture of half and fuller day sessions. The Scottish Attainment Challenge was implemented in 2015 – 16. Three improvement areas were identified and a range of interventions implemented around: literacy and numeracy rich learning; flourishing communities; and enabled leadership. An Attainment Challenge Team was established to support and work closely with schools and £953,999 has been secured to support the Challenge in 2016 – 17. Reading and numeracy will be focus areas, and an extensive programme of professional learning will be provided for teachers and support staff, as well as increased partnership working and engagement.

Code	Action	Progress
COU CPN 024	Ensuring the best attainable start in life by early implementation of the Getting It Right for Every Child principles and practices	Led by the GIRFEC steering group, work has continued to implement the practice and principles of the Children and Young People (Scotland) Act 2014 (CYP Act). The GIRFEC National Practice Model is now embedded across the partnership along with a quality assurance process to audit and plan improvements, with a focus on risk assessment and the use of chronologies in particular. The Steering Group has focussed on three areas of work; guidance and training for Named Persons and those involved in the Named Person's Service, Communication about the changes and agreeing Information Sharing Protocols and practitioners' guidance with partners. As a result of the recent Supreme Court ruling on aspects of the CYP Act, national review is now under way which is likely to impact on information sharing and the timeline for launching the Named Person Service continuity processes. All other aspects of GIRFEC will continue, and members of the Steering Group will engage with the National review and consultation to enable a successful implementation at the proposed date of August 2017.
COU CPN 025	Providing additional funding to improve resourcing provision within Clackmannanshire	Growth of provision in Lochies and Autism Support Disorder primary – staffing has been increased from within the wider Education budget and capital works have been successfully carried out to support the increasing numbers.
COU CPN 027	Implement policies and initiatives to encourage local employers to take on local 19 to 24 year olds	Between July and December 2015, 24 young people were recruited through Scotland's Employer Recruitment Incentive (SERI) before the funding was paused by Scottish Government. A further 7 SERI places have been allocated to Clackmannanshire for the period April 2016 to end January 2017. The Council's Economic Development Service, which administers SERI, continues to support local employers with the recruitment and training of young people through our other employability programmes (Employability Fund, Modern Apprenticeships and European Social Fund (ESF) Employability Pipeline programme).
COU CPN 031	Maintain, embed and increase payments to Kinship Carers by a minimum of 1% per annum	The short life working group has now completed its work on this area, procedures for payments to carers and annual reviews are in place. New operational guidance has been developed for the assessment and approval of carers and this has been shared with the Kinship carer group.
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 and others to support new & existing businesses. This includes bespoke business support, networking opportunities, showcase events for local businesses, training workshops and 'Meet the Buyer' events through the Supplier Development Programme. the annual Clackmannanshire Business Awards were launched in 2014 and provides an opportunity to promote and celebrate the achievements of businesses in the area. The inaugural Clackmannanshire Business Week will take place in November 2016.

Code	Action	Progress
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 with Clackmannanshire Business and other partner organisations to promote the area and attract business to relocate and start-up. The 'Imagine Alloa' marketing campaign and website imaginealloa.com is the principal marketing tool, and offers a support service to prospective businesses to identify premises, opportunities, incentives and and acts as a liaison with Council departments including planning and environmental health.
COU CPN 039	Work with local businesses and employers to continue to promote Clackmannanshire’s Tourism potential locally, nationally and internationally	The industry group 'Discover Clackmannanshire' is now established. Led by industry and supported by Council and VisitScotland, it is working towards developing a strategy for tourism, securing funding for marketing and events, as well as promoting the opportunities for partnership working across the sector. The volume and value of tourism in Clackmannanshire has continued to grow year on year, with national industry awards and accreditation being achieved by businesses both in the accommodation and food and drink sectors.

### Better Communities

Code	Action	Progress
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.	Consultation underway September/October 2016 to gain community feedback on priorities for Putting Customers First. Local offices continue to be developed to increase usage.
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	Continue to support Alloa Town Centre Business Improvement District (BID). Alloa town centre health check undertaken.
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	3 investment properties sold and 5 under offer. This will conclude Central Scotland Business Parks (CSBP) property sales. Development company now wound up.

Code	Action	Progress
COU CPN 054	Ensure Clackmannanshire Council halls and facilities are utilised to maximum benefit	A review of usage of all halls and facilities has been carried out. Many facilities have very low usage. A marketing plan is to be developed in partnership with Stirling University. A new website is being developed to increase awareness and market facilities. A new Leisure Strategy will be developed by March 2017. There are ongoing discussions with a number of communities related to increasing usage and ensuring service provided are aligned with community need.
COU CPN 055	Support community-led initiatives to, where appropriate, manage and maintain local halls and facilities	Information and support has been provided to: 1. Tullibody Action Group (re potential takeover of Tullibody Civic Centre), 2. Dollar Community Council (re same for Dollar Civic Centre and new football pitch at Lovers Loan), 3. Trusted Partner model has been agreed with Menstrie Community Council and is being discussed with other community organisations, including Clackmannan Development Trust. The Community Development Grant continues to be disbursed in support of community facilities, and Scottish Government funding has been secure for a Participatory Budgeting pilot.
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	Community Safety Multi-Agency Tasking and Co-ordination (MATAC) continues to operate well with some notable successes reported. A second review of the MATAC process is to take place involving key partners, the results of which will be reported to the Community Wellbeing and Safety Partnership by the end of 2016. Clacks 1000 data indicates tangible improvements in public perception.
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	Procurement undertaken and contract was scheduled to be issued during May 2016, but delayed due to a review of political priorities.
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 Home Energy team continue to secure substantial funding to improve the energy efficiency of the local housing stock and to provide a local Home Energy Advice service. During 2015/16 the team secured £1.5m in Scottish Government Home Energy Efficiency Programme (HEEPS) and ECO funding to help tackle the least energy efficient housing in the community. In addition to this the team secured LEC and CARES funding to investigate renewable energy initiatives which have the potential in future years to lower fuel bills and provide cleaner energy for the residents of Clackmannan.
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	Marketing being progressed in accordance with the Annual Property Review. £1m income target for 16/17.



Code	Action	Progress
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	3-weekly waste collection has been implemented, encouraging greater recycling and already showing positive results regarding increased use of food waste caddies and blue recycling bins.
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	The Council has continued to investigate opportunities for developing pilot projects and has been working in partnership with RES, the SHFT and other Scottish Government agencies to develop initiatives associated with geothermal energy from mine waters. Pilot studies have been completed and the Energy and Sustainability team are developing links with the British Geological Society and WARMER to progress future potential initiatives.
COU CPN 067	Undertake a review of all public toilet provision in Clackmannanshire	Review complete.
COU CPN 068	Promote and support village/small town centre initiatives, designed to enhance village and small town centres throughout Clackmannanshire	Sauchie Main Street Complete, Tron Court 60% Complete, Tillicoultry currently on hold awaiting staff resources becoming available.
COU CPN 069	Continue to support the Ochil Landscape Partnership to secure long term improvements	Project now concluded. Successor arrangements under consideration
COU CPN 070	Repair and reopen the footpath at Mill Glen, Tillicoultry	Final contract underway and due for completion in Autumn 2016 for full reopening of the glen.

