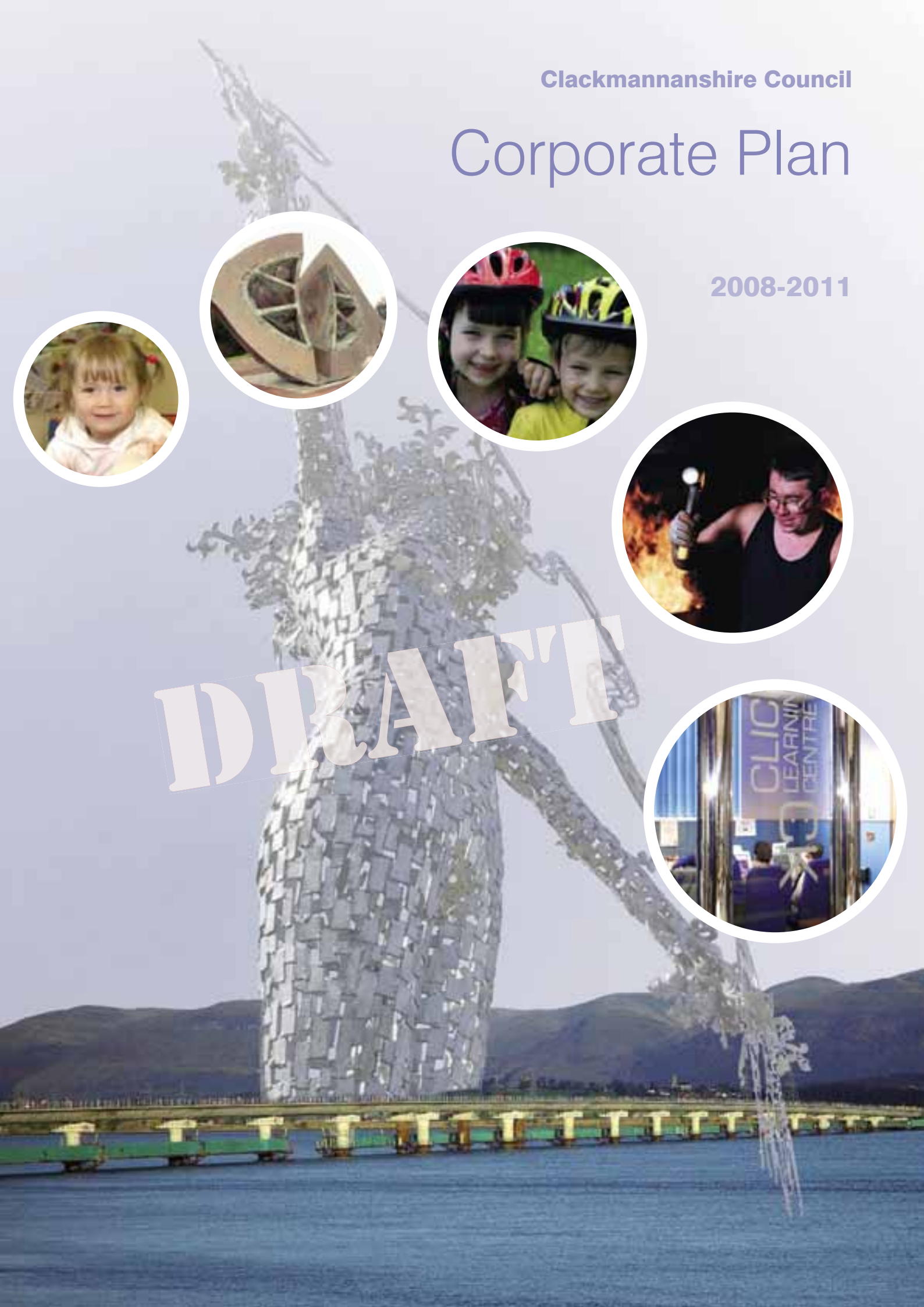


# Corporate Plan

2008-2011

DRAFT





# Contents

## Introduction

1

How Clackmannanshire is changing

3

Finance

4

## Our priorities for 2008-2011

The area has a positive image and attracts people and business

6

Our Communities are more inclusive and cohesive

8

There is improved uptake of skills development, training and employment

10

Our communities are safer

12

Vulnerable people and families are supported

14

Substance misuse and its effects are reduced

16

Health is improving and health inequalities reducing

18

The environment is protected and enhanced for the benefit of all

20

The council is effective, efficient and recognised for excellence

22

# Introduction

## About the corporate plan

The Corporate Plan sets out our vision for the area and shows what we are aiming to achieve over the next 3 years. It will help direct the efficient use of our key resources: staff, finance, physical assets (e.g. buildings and machinery) and information.

Progress and performance against our targets will be reviewed by elected members twice a year and a public report will be produced at the end of every year.

We are committed to achieving the best results for Clackmannanshire by working in partnership with all the agencies locally. To help guide us in this we have agreed three long term aims with our Community Planning Partnership:

- Build confidence and raise aspirations
- Strengthen communities
- Improve wellbeing

These are underpinned by nine priority outcomes that we believe must be achieved. We have used these outcomes as a structure for the corporate plan so that we can clearly show how we are contributing to the aims of our Community Plan:

### Priority Outcomes

1. The area has a positive image and attracts people and business
2. Our communities are more inclusive and cohesive
3. There is improved uptake of skills development, training and employment
4. Our communities are safer
5. Vulnerable people and families are supported
6. Substance misuse and its effects are reduced
7. Health is improving and health inequalities reducing

8. The environment is protected and enhanced for the enjoyment of all
9. Agencies have a joint response to improving the quality of local public services (The council is effective, efficient and recognised for excellence)

The corporate plan also reflects the Single Outcome Agreement (SOA) that we have reached with the Scottish Government. The SOA is based on national strategic objectives and outcomes, as well as local priorities. Links to the Scottish Government's strategic objectives are shown throughout this document

## Scottish Government Strategic Objectives

### ✓ WEALTHIER & FAIRER

Enable businesses and people to increase their wealth and more people to share fairly in that wealth.

### ✓ SMARTER

Expand opportunities for Scots to succeed from nurture through to life long learning, ensuring higher and more widely shared achievements.

### ✓ HEALTHIER

Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

### ✓ SAFER & STRONGER

Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

### ✓ GREENER

Improve Scotland's natural and built environment and the sustainable use and enjoyment of it

## About Clackmannanshire

Bounded by the Ochil Hills to the north and the River Forth to the south, Clackmannanshire is recognised for its outstanding natural environment and strong sense of community. The “Wee County “ is a natural unit of local government whose history can be traced back for more than 600 years.

From a long and illustrious industrial past, Clackmannanshire has emerged in recent years as an area for modern business development and growth, benefiting as it does from an expanding business base with over 1,100 enterprises, and a skilled and qualified workforce.

Clackmannanshire is a cost-effective living and business location. It is within easy commuting distance from most of the major towns and cities of central Scotland. Some 2.5 million people, half the population of Scotland, live within a hour drive of Clackmannanshire.

## About Clackmannanshire Council

The Council is Clackmannanshire’s largest employer, with almost 3000 staff.

We deliver a wide range of services to the community, both directly and in partnership with other agencies, from educating children to enforcing the smoking ban.

Many of the services that we provide are required by law and carry with them strict legal and sometimes moral responsibilities. We must fulfil these obligations, but we also recognise that the work that we do has an impact on almost every aspect of people’s lives and the overall quality of life in Clackmannanshire, and as such, we are committed to improving the wellbeing and prospects of every man, woman and child in the county. We also have a responsibility for safeguarding Clackmannanshire’s future, which we do through effective risk management.

## Risk Management

Within the Council we are guided by a vision, aims and guiding principles -

### Vision

Our vision is to be a caring, highly supportive, service delivering, cost-effective Council.

### Aims

Our aims are to:

- provide a wide range of necessary services to as high a standard as possible
- provide services in as efficient and cost-effective way as possible
- promote the interests and well-being of the people of Clackmannanshire
- ensure the people of Clackmannanshire receive the very best care and consideration possible in their dealings with the Council



## Guiding Principals

Our Guiding Principles underpin everything that we do. They state that in all our actions and decisions, we will:

- Consider the future impact of our actions and promote sustainable development
- Be consultative and responsive
- Act in and promote the best interests of the people and area of Clackmannanshire
- Promote equality of opportunity and social justice
- Work in partnership to achieve the best outcomes for our customers
- Be open, honest and accountable
- Make best use of resources

# How Clackmannanshire Is Changing

## **Contextual information including trends & developments**

### **Population**

The population of Clackmannanshire has been steadily increasing since 2003 at a faster rate than that recorded for the whole of Scotland, and currently stands at 48,900. This increase is expected to continue, reaching 53,245 in 2031 (a projected increase of 8.9%). During this time, the percentage of people aged 65 or over is expected to rise from 15% to 25%

The number of households is also increasing, and was up 1.5% from 2005 to 21,937 in 2006.

### **Employment**

Clackmannanshire had the 3rd highest economic growth rate (7.1%), from 2001-2006, only exceeded by Aberdeenshire and West Lothian.

At 3% in May 2007, unemployment levels in Clackmannanshire are higher than those for Forth Valley and Scotland, although the gap has been narrowing in recent years.

### **Health**

Health in Clackmannanshire is improving, as is health across the rest of Scotland, but Clackmannanshire has a poorer record than Forth Valley and Scotland for a number of conditions. There also remains an uneven spread of good health locally, with those living in more deprived communities likely to experience poorer health outcomes and die earlier than those living in the most affluent communities.

## **Environment**

We have an excellent record for recycling. Although household waste has risen since 2002, Clackmannanshire has greatly exceeded the Scottish Average recycling and composting rate. June 2007 figures from the Scottish Environment Protection Agency show that Clackmannanshire topped the recycling league table for the third year in a row. However, this carries additional costs with it that we need to work hard to contain.

## **Challenges of climate change and sustainability**

### **Community**

Inclusion and community safety issues

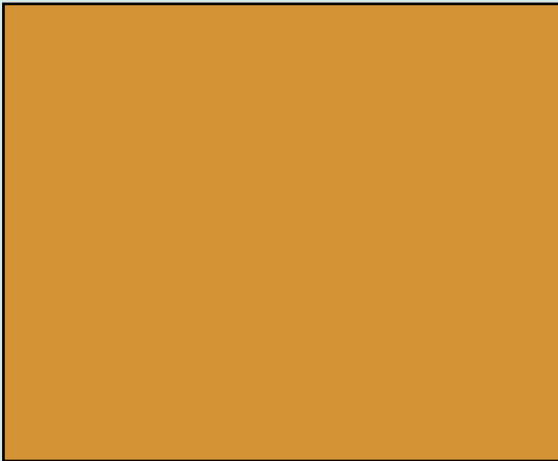
### **Clackmannanshire Council**

When Clackmannanshire Council was established in 1995, it was suggested by some that it was too small to be viable. Our performance since then emphatically disproves this. In comparison with other local authorities we have consistently performed better than average in a range of activities. We have also led or facilitated a number of major projects that together have achieved economic growth and improving quality of life locally.

**The Financial resources available to meet the aims of the Corporate plan over the three years 2008/09 to 2010/11 are detailed below**

## Revenue Resources

Revenue expenditure covers day to day expenses such as salaries and wages, property upkeep, supplies and services and repayment of borrowing costs. Budgets are allocated separately for General Fund expenditure and Council Housing. It is a legislative requirement that Council Housing is funded from rental income generated. On the other hand General Fund expenditure covers all the other Council services and is funded from a combination of Government Grant, Business Rates and Council Tax.



## Capital Resources

Capital investment is money we spend on buying, building and improving assets such as land, buildings, roads, machinery and vehicles. The distinction from revenue expenditure is that the Council receives the benefit from capital expenditure over a longer period of time. Capital investment is funded through borrowing, sale of assets and other capital receipts, and direct revenue financing.



# Our Priorities for 2008-2011



The area has a positive image and attracts people and business



### Why is this important for Clackmannanshire?

A vibrant local economy is important to achieving a good quality of life. A skilled workforce, good levels of inward investment and a supportive infrastructure are essential for economic success. Clackmannanshire has, to a great extent, recovered well from the loss of traditional industries during the 1980s and 90s. Since 1995, the number of jobs in Clackmannanshire increased by 16% between 1995 and 2002 – similar to the rates of growth in Falkirk (18%) and Stirling (15%). Economic activity (at 77%) is slightly below the Scottish level of 79% and further below the Forth Valley figure of 81%.

The average age of our working population continues to rise, and we will need to confront the challenge of supporting an aging population with a contracting workforce in the medium to long term.

Population figures and forecasts show signs of inward migration and there has been significant levels of new house-building increasingly favoured by commuters whose higher income levels is beginning to create a new service sector and inflate local house prices.

In 2008, Clackmannanshire is a destination which is attracting people. The growth in house building and house prices is amongst the fastest and highest in Scotland. Crucial new developments in the transport infrastructure such as the re-opening of the Stirling-Alloa-Kinross rail link and the completion of the Clackmannanshire Bridge will further open up the area for business and leisure purposes. These developments bring their own challenges, including: an increasing demand for housing, particularly affordable housing; a growth in road traffic; and increased pressure on our natural resources, and the Council and its partners will ensure a sustainable development approach.

WEALTHIER & FAIRER

SMARTER

HEALTHIER

SAFER & STRONGER

GREENER



**To Achieve this we will:**

- Promote enterprise
- Build connections and infrastructure
- Build confidence

**Key delivery plans and strategies**

- Economic Development Framework
- Clackmannanshire Development Plan
- Local Transport Strategy
- Local Housing Strategy

**Key actions we will take:**

- Develop a revised Economic Development Plan
- Review the Development Plan to ensure there is adequate housing commercial and land supply
- Complete installation of a fibre optic link along the Stirling Alloa rail line with spurs into key areas
- Implement the Local Transport Strategy



**Outcome Key Indicators and Targets 2008-11**

Indicator	Baseline 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Traffic growth		n/a	= growth in Gross Value Add by 2010	n/a
Proportion of driver journeys delayed due to traffic congestion*	10% (2005)	Maintain	Maintain	Maintain
Rate of new house build*				
Business start-ups	116 (2005)	increase	increase	increase
New business surviving beyond a year		64%	increase	increase
New business surviving beyond 3 years		65.5%	increase	increase
Total jobs	13,000 (2005)	increase	increase	increase
Proportion of local businesses satisfied with the area*				
Proportion of adults who rate their neighbourhood as a good place to stay*	86%			
General cleanliness of the area	71 (2007)	72	73	74
Proportion of householder planning applications dealt with within two months				
Proportion of non-householder planning applications dealt with within two months				

\* national indicator

Our communities are more inclusive and cohesive



### Why this is important for Clackmannanshire

Social cohesion is important to sustainable communities, that meet the needs of everyone and address the problems of social exclusion. Clackmannanshire has a number of strategies and plans to create a better quality of life in local communities: in terms of housing requirements, the distribution of local employment opportunities, providing good access to workplaces, provision of services, education and lifelong learning, and providing healthy environments. A number of areas within Clackmannanshire are considered to be more disadvantaged and resources are targeted to regenerate these communities.

Research carried out across Forth Valley in 2006/07 into the housing needs of minority ethnic communities has highlighted that the local population profile is changing substantially. Clackmannanshire is seen by many ethnic minority communities as a good place to live with a range of housing and good job opportunities. The Council must ensure that the needs of all minority groups are taken into account and improved recording and monitoring of information will be necessary to help take the equalities agenda forward.

To achieve this we will:

- Increase mixed tenure development
- Address the shortfall in specialist housing and housing support services
- Support minority groups
- Target regeneration activities in areas of highest deprivation
- Increase the social economy in Clackmannanshire

Key delivery plans & strategies:

- Community Engagement Framework
- Community Learning Plan
- Local Housing Strategy
- Clackmannanshire Development Plan
- Supporting People Strategy
- Homelessness Strategy
- Tenant Participation Strategy
- Racial Attack and Harassment Multi Agency Strategy
- Equality Scheme

Key actions we will take:

- Implement the Social Economy Partnership Action Plan

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## Outcome Key Indicators and Targets 2008-11

Indicator	Baseline 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Unintentionally homeless households in settled accommodation*				
Proportion of social rented housing meeting the Housing Quality Standard*				
Affordable homes as a proportion of total new house build				
Specialist housing as a proportion of total new house build				
Proportion of all homes adapted for disabilities				
Children living in households that are dependent on income benefits				
Schools exclusions				
Number of voluntary sector organisations	2005/06 - 417			
Time taken to process new benefits claims				
Proportion of looked after children gaining qualifications				
Something on Additional Support for Learning				
Something on Working for Families				
Number of RAHMAS training and awareness sessions offered				
Something on learning disabilities				
Something on mental health				
Proportion of Council buildings accessible to disabled people				

\* national indicator

# There is improved uptake of skills development, training and employment



## Why this is important for Clackmannanshire

Provision of access to opportunity is an essential element of social inclusion. Unemployment rates in Clackmannanshire are consistently higher than those for the Forth Valley area and for Scotland overall. In May 2007, unemployment in Clackmannanshire was 3%, whilst the rate for Forth Valley was the same as the national rate of 2.5%, although the long term claimant count unemployment in Clackmannanshire has fallen much faster than Scotland as a whole in the last year.

In 2006, Clackmannanshire was identified by the Scottish Executive as being 1 of 7 areas of the country where there could be seen to be relatively high concentrations of young people not in education, employment or training.

Secondary school attainment levels tend to be lower than national averages. Educational attainment is also lower than average. There is a high proportion of residents with no qualifications and a lower proportion who have attained NVQ Level 4 or above (i.e. HND or above). The Council is making progress in a number of areas, which includes the development of 3 new secondary schools in 2008/09, more needs to be in realising this important outcome.

### To achieve this we will:

- Improve skill levels of the workforce, including the workforce of the future
- Promote and secure the development of supported training and employment opportunities
- Support people to identify and overcome barriers to skills development, training and employment

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- Continue to provide young people with appropriate and challenging educational experiences that lead to a high level of achievement and attainment
- Identify and address barriers to employment and training for homeless households

#### Key delivery plans & strategies

- Economic Development Framework
- Community Learning & Development Strategy
- Adult Literacy & Numeracy Strategic Plan
- More Choices More Chances Strategy
- Integrated Children's Services Plan
- Statement of Education Improvement Objectives
- Schools Estates Strategy
- Homelessness Strategy
- Determined to Succeed Strategy
- Schools of Ambition Strategy
- Schools Development Plans
- Fairer Scotland Strategy

#### Key actions we will take:

- Develop a co-ordinated employee brokerage service
- Implement key government strategies, including:
  - ▲ More Choice More Chances
  - ▲ A Curriculum for Excellence & Statement of Education Improvement Objectives
  - ▲ Fairer Scotland
  - ▲ Determined to Succeed
- Raise standards of literacy and numeracy through community based lifelong learning opportunities
- Implement of Schools Development Plans

### Outcome Key Indicators and Targets 2008-11

Indicator	Baseline 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Proportion of school leavers going into employment, education or training				
Training take-up for homeless people (check collectable)				
Number of adults successfully completing classes for improving literacy and numeracy*				
Children achieving appropriate levels for stages 5 – 14*				
Attainment in standard grades				
Attainment in highers				
Proportion of pre-school centres receiving positive inspection reports*				
Proportion of schools receiving positive inspection reports*				
Number of visits to libraries per 1,000 population				
Proportion of people using learning access points				

\* national indicator

# Our Communities are safer



## Why this is important for Clackmannanshire

Clackmannanshire is generally a safe place although crime and the fear of crime has been identified as an issue of prime concern by communities locally.

Relative to Scotland as a whole, while statistics indicate that Clackmannanshire is a safe place to live, it has a higher incidence of crime than adjacent areas within the Central Scotland Police force area, and there is significant public concern about crime and general safety. The Antisocial Behaviour (Scotland) Act 2004 places a statutory duty on local authorities to develop strategies to combat antisocial behaviour. Tackling crime and the fear of crime was the biggest priority emerging from a recent Clacks 1000 survey.



The Community Safety Partnership in Clackmannanshire has recently reviewed its strategy in the light of this and has prioritised the following issues for action: alcohol; fear of crime and the perception of crime; group disorder; vandalism; violence against women; and drugs.

However, this outcome is about more than tackling crime; it's about helping to engender a sense of neighbourhood; a sense of place where residents come and go as they want, when they want, in peace and relative safety.

### To achieve this we will:

- Improve road safety
- Improve children's' safety
- Reduce crime and antisocial behaviour
- Improve the safety of public environments

### Key delivery plans & strategies

- Criminal Justice Strategic Plan
- Community Safety Strategy 2008-11
- Anti-social Behaviour Strategy
- Integrated Children's Services Plan
- Road Safety Plan 2006-09
- RAHMAS
- Safer Businesses

### Key actions we will take

- Implement the Community Safety & Antisocial Behaviour Strategies
- Implement the School Travel Plan
- Implement the Local Transport Strategy
- Develop an accommodation strategy for sex offenders

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## Outcome Key Indicators and Targets 2008-11

Indicator	Baseline 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Number of deaths or serious injuries as a result of road accidents*			25.6	
Proportion of new probationers seen by a supervising officer within one week	47%?	100%	100%	100%
Number of home visits to high risk sex offenders within 3 months of conviction	??	100%	100%	100%
Proportion of social enquiry reports submitted to the courts on time		92%		
Proportion of Criminal Justice files containing an up to date risk assessment		90%	100%	100%
Hours per week taken to complete community service orders		3.6		
Proportion of abandoned vehicles removed within 14 days	56% (2007)			
Vandalism per 10,000 population*				
Number of persistent young offenders per 10,000 relevant population				
Domestic abuse incidents per 100,000 population*				
Home fires resulting in death or injury (Council housing only)				
Proportion of street lights repairs completed within 7 days				
Something on ASB				

\* national indicator

# Vulnerable people and families are supported



## Why this is important for Clackmannanshire

There are many vulnerable people living in our communities who need support to help them sustain a good quality of life and specialist services are required to help people live independently. Clackmannanshire also has an ageing population, with a projected increase of 46% in over 75s and 31% in over 60s by 2018. This will have an impact on future housing and support needs. In an inspection report published in January 2008, Clackmannanshire services for older people were praised. The report recognised the high priority these services are afforded and commended the 'can-do' joint management between the Council and the Community Health Partnership. In relation to a core set of performance indicators, Clackmannanshire performed best in the Forth Valley area. In particular, there was a positive balance of care between home care and NHS care, higher than average levels of intensive home care and no delayed discharges over 6 weeks.

A joint inspection of services to protect children and young people in Clackmannanshire published in February 2008 identified areas of strength and weakness in the Clackmannanshire Child Protection Committee. The Committee is already taking forward improvement actions and will take forward the relevant recommendations from the inspection. Relative to its population, Clackmannanshire Council has received the highest number of homeless presentations in Scotland, in three of the last four years. The number of homeless households presenting amounts to 4.99% of all households in the area, almost double the national figure. In 2005/06 the

Council secured permanent accommodation for 77% of the people it assessed as having priority need. This is significantly higher than the national average figure of 70%. The Council's recent performance in allocating homes to homeless people has been recognised as a key in a recent inspection.

### To achieve this we will:

- Ensure people get the support they need when they need it
- Ensure joined-up service provision
- Raise awareness of vulnerability in its many forms
- Improve responses to Hidden Harm
- Provide housing that meets people's needs

### Key delivery plans & strategies

- Supporting People Strategy
- Joint Health Improvement Plan
- Integrated Children's Services Plan
- Community Care Plan 2005 to 2008
- Fuel Poverty Strategy
- Homelessness Strategy
- Local Housing Strategy
- Mental Health Strategy
- Equalities Scheme

### Key actions we will take

- Implement the Data Sharing Partnership programme
- Develop arrangements to meet the requirements of the 'Vulnerable Persons' Bill
- Extend the link role of key workers within Homelessness team during transition to permanent accommodation

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✓ HEALTHIER

✓ SAFER & STRONGER

✓ GREENER

## Outcome Key Indicators and Targets 2008-11

Indicator	Baseline 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Vulnerable adults in paid employment for 6 months or more*		increase	increase	increase
Employable vulnerable adults in employment at any given time*				
Proportion of area child protection committee receiving positive inspection reports*				
Proportion of homeless people maintaining their tenancy for at least 12 months (SPI)				
Proportion of people aged 65 and over with intensive care needs receiving services at home*		increase	increase	increase
Proportion of people for which community care assessment targets were met*				
% of people for which community care delivery of care service targets were met*				
Delayed discharge from hospital per 1,000 population*				
The number of Children's Hearing reports submitted during the year				
Number of new supervision requirements made during the year				
The proportion of children seen by a supervising officer within 15 days				

\* national indicator



# Substance misuse and its effects are reduced



## Why this is important for Clackmannanshire

The challenges of alcohol and drug abuse in Scotland are mirrored in Clackmannanshire. The Clackmannanshire Alliance has agreed that tackling substance misuse is one of its 9 priority outcomes, with tackling alcohol having a very high priority. Key Issues in Clackmannanshire in relation to substance misuse include:

- the abuse of alcohol by young people, which has been identified as playing a significant part in youth disorder.
- alcohol being one of the primary causes of violence, disorder and other antisocial behaviour (such as vandalism)
- heroin, cocaine, valium and cannabis as the main substances that are abused in Clackmannanshire.
- evidence of a generational cycle to substance misuse.

Alcohol and drug misuse feature prominently in local surveys in relation to problematic issues in communities.

To achieve this we will:

- Reduce children and young peoples substance misuse
- Reduce harm to children affected by substance misusing parents/carers
- Reduce binge drinking

### Key delivery plans & strategies

- Substance Misuse Forum Action Plan
- Joint Health Improvement Plan
- Integrated Children's Services Plan
- Plan for Action on Alcohol 2007
- Integrated Children's Services Plan
- Mental Health Strategy

### Key actions we will take

- Implement the Substance Misuse Forum Action Plan
- Implement the joint Health Improvement Plan
- Implement the Integrated Children's Services Plan
- Provide training programmes for parents and family members affected by substance misuse

WEALTHIER & FAIRER

SMARTER

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## Outcome Key Indicators and Targets 2008-11

Indicator	Baseline 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Frequency and level of drinking in 12 to 15 year olds*			16%	
Number of 13-15 year olds smoking, drinking and using drugs*				
Proportion of under 25's reporting use of illegal drugs in the last month and previous year*				
Number of drug misusers in treatment and care services		10%		
Proportion of under 25s who are offered illegal drugs				
Local substance misuse stats				
Number/amount of funding to agencies providing support				

\* national indicator

# Health is improving and health inequalities reducing



## Why this is important for Clackmannanshire

Although health is improving in Clackmannanshire, the county still has a poorer record in a number of areas, such as smoking, coronary heart disease and some cancers. Overall life expectancy at birth is lower in Clackmannanshire than the Forth Valley and Scottish averages. There also remains inequalities in health between the most and the least affluent in Clackmannanshire, as in Scotland. Those who experience greatest deprivation are likely to die earlier and have poorer health outcomes than those who are least deprived.

Ageing population – Delivering for Health  
– Mental/sexual health – prevention + support  
– caring for people – factors affecting health  
– inequalities – Council commitment to improving quality of life

To achieve this we will:

- Target health inequalities
- Improve prevention and early intervention
- Reduce levels of Fuel Poverty
- Improve the poorest house conditions

## Key delivery plans & strategies

- Joint Health Improvement Plan
- Joint Community Care Plan
- Fuel Poverty Strategy
- Local Housing Strategy
- Forth Valley Dental Strategy
- Integrated Children's Services Plan
- Mental Health Delivery Plan
- Occupational Health Strategy for Great Britain
- FSA Framework Agreement
- Open Space Strategy
- Core Paths Plan
- Outdoor Access Strategy
- Sustainability Strategy

## Key actions we will take

- Delivery of the Joint Health Improvement Plan
- Achieve 'Health Promoting' accreditation for all educational establishments
- Develop a response to 'Scotland's Strategy for an Ageing Population
- Implement the FV Sexual Health Strategy
- Promote sport & leisure opportunities
- Implement the Occupational Health Strategy for Great Britain
- Implement the Mental Health Delivery Plan

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SMARTER

HEALTHIER

SAFER & STRONGER

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## Outcome Key Indicators and Targets 2008-11

Indicator	Baseline 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Proportion of adults who attending smoking cessation classes who stop smoking*				
Adults doing at least 30 minutes per day physical activity on 5 or more days per week*				
Pregnancy rate for 13-15 year olds per 1,000 population*	Baseline 1995 8.5		6.8	
Primary 1 children with no signs of dental disease*		60%		
Obesity levels in children at primary 1				
Proportion of people who feel they have a good quality of life.	69**		75	
Work days in Clackmannanshire lost due to work related ill health				
Proportion of planned inspections of food related businesses				
Proportion of households in fuel poverty				
Vulnerable households receiving grants or loans to improve house conditions				
Number of attendances per 1000 population for pools				
Number of attendances per 1000 population for other indoor sports and leisure facilities				
Healthy schools				
Proportion of children walking or cycling to school	74%			95%
Number of visits to the outdoors*	n/a	Est Baseline		
Number of visitors using core paths		Est Baseline		10% increase on baseline

\*\*Baseline when?

\* national indicator

The environment is protected and enhanced for the benefit of all



## Why this is important for Clackmannanshire

Clackmannanshire enjoys an enviable natural environment and a rich built heritage. It has a rich and varied natural heritage, with a highly diverse landscape ranging from the uplands of the Ochil Hills to the flat, coastal landscape of the Forth estuary and a diverse range of flora and fauna. The built heritage is exceptional for an area of such size and contributes to Clackmannanshire's special identity.

Clackmannanshire Council has been at the forefront of action to deal with the impact of climate change, through partnership-based initiatives such as those to promote sustainable flood management on the River Devon and the award-winning Black Devon Wetland Project which combines sustainable flood management with creation of new wildlife habitat. However, climate change is one of the most serious threats facing Scotland and the world.



We have signed Scotland's Climate Change Declaration and is preparing a Climate Change Action Plan which will set out actions to assist us on the path towards achieving a low-carbon economy and continue to reduce the damaging impacts of climate change wherever possible.

We have also done a lot over the years to improve Clackmannanshire's environmental sustainability and our own environmental performance, for example, for a number of years we have been the best performer in Scotland for recycling. We recognise our key role in ensuring our environment is protected and enhanced for the enjoyment of this and future generations.

### To achieve this we will:

- Protect and enhance the diversity and distinctiveness of the natural and built environment
- Create quality environments now and for the benefit of future generations
- Adopt a precautionary approach where there is uncertainty about the ability of the environment to accommodate change
- Reduce waste and particularly waste sent to landfill
- Reduce Clackmannanshire's carbon and ecological footprints
- Reduce car use and Increase the proportion of journeys made by public or active transport
- Increase protection and enhancement of our local environment



## Key delivery plans & strategies

- Sustainability Strategy
- Climate Change Action Plan
- Clackmannanshire Development Plan
- Local Transport Strategy
- Asset Management Plan
- Area Waste Plan
- Local Biodiversity Action Plan
- Carbon Management Strategy and Implementation Plan
- Open Space Strategy

## Key actions we will take

- Implement the FV Area Waste Plan
- Develop a Sustainability Strategy and Climate Action Plan for Clackmannanshire
- Develop a Built Heritage Strategy for the Ochil's Landscape Partnership
- Develop an Open Space Strategy
- Introduce sustainable design and construction requirements for new developments
- Develop Sustainable Flood Management Guidance
- Develop an Access & Core Path Strategy
- Implement the Local Transport Strategy

## Outcome Key Indicators and Targets 2008-11

Indicator	Baseline 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Proportion of people travelling to work by car or van*	n/a			
Car use	85%	Year on year decrease from 2007-08 baseline		75%
Proportion of protected nature sites in a favourable condition*	74%	Year on year increase from 2007-08 baseline		95%
Biodegradable waste sent to landfill (tonnes)*	tbc at year end	14,249	13,574	To be established
Proportion of municipal waste recycled*	43%	Year on year increase from 007-08 baseline		
Clackmannanshire's carbon footprint	n/a	Est Baseline		
Clackmannanshire's ecological footprint*	n/a	Est Baseline		
Abundance of terrestrial breeding birds *		Est Baseline		
New housing on brownfield land	n/a	Est Baseline		
Number of properties at risk of flooding		Est Baseline	Reduce	Reduce

\* national indicator

# The council is effective, efficient & recognised for excellence



## Why this is important for Clackmannanshire

The public sector generally is facing pressure to provide more and better services with fewer resources, and Clackmannanshire Council is no different. By working more effectively and efficiently as an organisation, and in partnership with others, we will aim to get the best value for money and achieve the best outcomes for the people of Clackmannanshire.

### To achieve this we will:

- Improve efficiency and reduce costs
- Improve access to services and the quality of customer service
- Improve governance and reduce the council's exposure to risk
- Develop workforce planning to ensure that we attract, retain and develop a skilled workforce
- Improve joint/shared working with community partners and other agencies
- Reduce the Council's carbon footprint

## Key delivery plans & strategies

- Customer First Rollout Programme
- Customer Service Strategy
- Risk Management Plan
- Asset Management Plan
- Sustainability Strategy
- Procurement Strategy
- Workforce Strategy
- Financial Strategy

## Key actions we will take

- Implement a council-wide Asset Management Plan
- Deliver the Business Transformation Programme 2008-11
- Develop a Financial Strategy to support medium term financial planning
- Develop and implement Procurement & ICT strategies
- Develop and implement a shared service model
- Develop a Workforce Strategy
- Implement the Customer Service Strategy
- Implement a council carbon Management strategy and Environmental Management System

✓ WEALTHIER & FAIRER

✓ SMARTER

✓ HEALTHIER

✓ SAFER & STRONGER

✓ GREENER

## Outcome Key Indicators and Targets 2008-11

Indicator	Baseline 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Cost of Council buildings (per square metre floor area)*				
Cash savings from more efficient service delivery *		2%	2%	2%
Cash savings from better procurement				
Proportion of people who rate Council services as very or quite good	62%	62%	62%	65%
Proportion of calls answered at the contact centre within 20 seconds				
Number of complaints upheld by the Ombudsman		0	0	0
Proportion of Statutory Performance Indicators (SPIs) in the top eight in Scotland				50%
Proportion of SPIs showing year on year improvement over 3 years or more				75%
Staff satisfaction level				
Staff turnover rate				
Council's annual CO2 emissions (tonnes)		n/a	51170	44840 (2012 target)
Average number of working days per employee lost through sickness absence				
Council Tax collection rate				
Proportion of invoices paid on time				0

\* national indicator





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**CLACKMANNANSHIRE**  

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COUNCIL

[www.clacksweb.org.uk](http://www.clacksweb.org.uk)