

Clackmannanshire Council

Corporate Plan

2008-2011



DRAFT
23 MAY 2008



Foreword

I am pleased to introduce our corporate plan for the period 2008-11. This is an important document for us as it shows how we will target our activities to achieve the best future for all of the people and the area of Clackmannanshire.

Clackmannanshire is undergoing a period of great change and renewal. Major developments, such as the Stirling – Alloa – Kincardine rail link, the three new secondary schools and the new Sauchie Hospital, all point towards a brighter future for the county. There is still much to do, however, to make sure that the most disadvantaged in our communities get a fair share in this future, and to ensure that it is sustainable in the longer term.

It is important to recognise that what we do touches in some way the lives of most people, even the most independent. For some, where our services are essential to their well-being, we can make a great deal of difference.

This plan is about how we will provide the best services, at the best value for money. However, we must always bear in mind that we are working towards building a Clackmannanshire where everyone can flourish - a place where the pursuit of happiness is a right for all, rather than a privilege for a few.

We are committed to listening to the concerns and aspirations of our customers and, by working effectively with our public, private and voluntary sector partners, achieving the best outcomes for our communities.

Janet K. Badenhead

Leader of the Council

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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.

Single Outcome Agreement

The corporate plan reflects the Single Outcome Agreement (SOA) that we have reached with the Scottish Government. The SOA sets out the priority outcomes that we are seeking to achieve with our community planning partners. These local outcomes are based on local needs, but also take account of national objectives and outcomes.

Scottish Government Strategic Objectives

Links to the Scottish Government's strategic objectives are shown throughout this document. These are:

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

The Area

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.

How Clackmannanshire Is Changing

Population

The population of Clackmannanshire currently stands at 48,900. This has been steadily increasing since 2003 at a faster rate than that recorded for the whole of Scotland. The population is expected to reach 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 by 1.5% to 21,937 from 2005 to 2006.

Employment

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

At 2.6% in April 2008, 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 illnesses. 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 minimise.

About Clackmannanshire Council

Clackmannanshire Council is one of 32 Scottish unitary local authorities, serving a community of almost 49,000 citizens.

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.

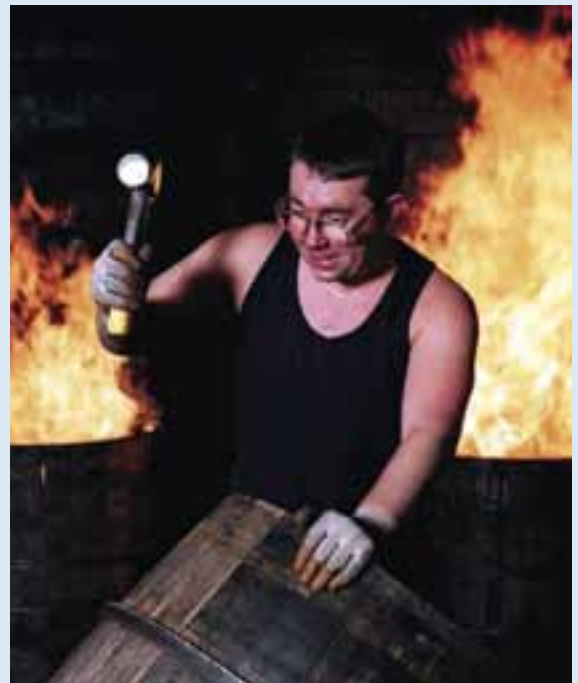
Many of the services that we provide are required by law and carry with them strict legal and sometimes moral responsibilities. We must fulfil these obligations, but we also recognise that the work that we do has an impact on almost every aspect of people's lives and the overall quality of life in Clackmannanshire,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

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, such as the Stirling-Alloa-Kinross rail link, that together have achieved economic growth and an improving quality of life locally.

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

Throughout our work we aim to promote equality of opportunity, champion sustainability, make best use of resources and achieve the best outcomes for our customers.



Mission

Our mission 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 a high standard
- 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 from us

Priority Outcomes

As at May 2008, our review of community planning is ongoing, but nine priority outcomes have emerged. These provide the focus and structure for our corporate plan, so that we can clearly show our contribution to the community planning outcomes:

- 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



Finance

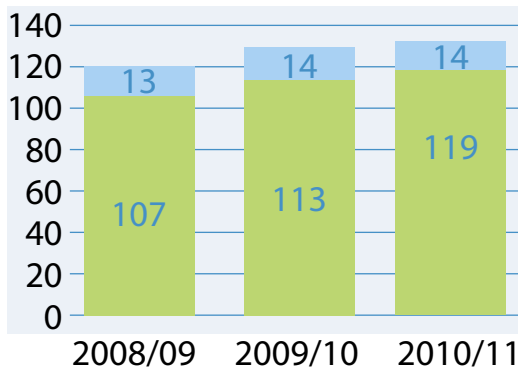
Our projected financial spend for the next three years is shown below.

Revenue covers day to day expenses such as salaries and wages, property upkeep, supplies and services and repayment of borrowing costs. This is paid for by Council Tax, Government Grant, and Business Rates, apart from Council housing, which is paid for by rental income.

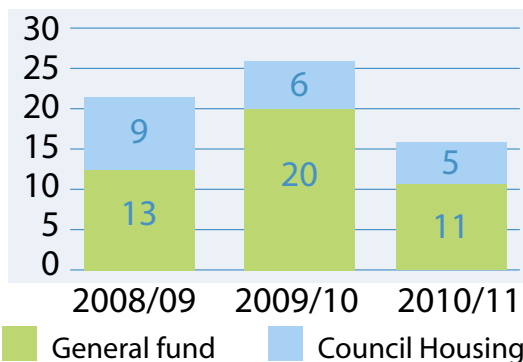
Capital is what we spend on buying, building and improving assets such as land, buildings, roads, machinery and vehicles.

Capital investment is funded through borrowing, sale of assets and other capital receipts, and direct revenue financing.

Estimated revenue resources



Estimated capital resources



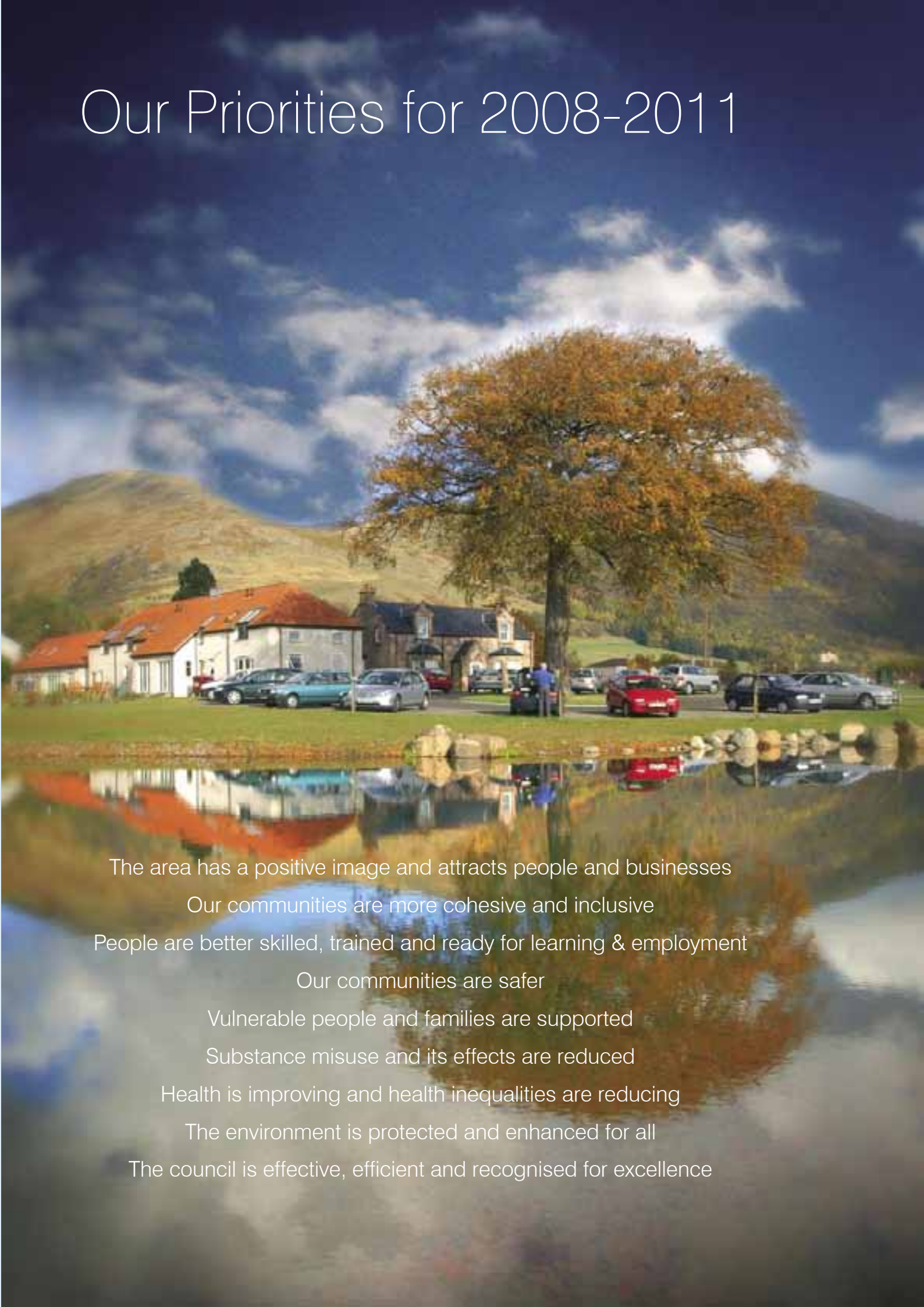
Risk Management

To ensure we deliver our outcomes, it is important to minimise our exposure to risk. To do this, we review our key risks on an annual basis and report on the mitigating actions that we will take. These are then included in our business plans.

At a Council level 11 key risks which could cause a major disturbance have been identified. These are:

- the long term loss of/or loss of access to a key Council building
- lack of resources to implement emergency planning/business continuity effectively
- lack of ability to prevent the serious harm to a child (or children) that is under Council care
- being found to be in breach of our statutory duties
- overspending (>£0.5m) our budget as a result of an increase in pressure on service budgets
- having insufficient staff capacity to deliver services to agreed standards
- having insufficient management capacity to deliver council objectives
- our contractors or external agents not meeting the terms of their agreement or contract because of external factors
- lacking the ability to access critical information as a result of long term unavailability of IT systems (+1 day)
- lacking the ability to manage a pandemic
- experiencing a period of political instability

Our Priorities for 2008-2011

- 
- 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 & employment
 - Our communities are safer
 - Vulnerable people and families are supported
 - Substance misuse and its effects are reduced
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The area has a positive image and attracts people and businesses



WEALTHIER & FAIRER

SMARTER

HEALTHIER

SAFER & STRONGER

GREENER

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. Between 1995 and 2002, the number of jobs in Clackmannanshire increased by 16% - similar to the rates of growth in Falkirk (18%) and Stirling (15%). However 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.

In 2008, Clackmannanshire is a destination which is attracting people. 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 boost local house prices. Indeed the growth in house building and the rate of increase in house prices are amongst the highest in Scotland.

Crucial new developments in the area's 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.

Such developments bring their own challenges, for example an increasing demand for housing, particularly affordable housing, a growth in road traffic, and increased pressure on our natural resources.

Working with developers and other partners, we will aim to maintain a balance between development and protecting the environment.



To achieve this outcome 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 and commercial land supply
- Implement the Local Transport Strategy



Outcome Indicators and Targets 2008-11

The area has a positive image and attracts people and business

Indicator	Baseline Year	Baseline	Target 2008-09	Target 2009-10	Target 2010-11
Proportion of adults who rate their neighbourhood as a good place to stay	2007	86%	88%	90%	92%
General cleanliness of the area (index)	2007/08	77	78	79	80
New house completions (units)	n/a	n/a	245	245	245
Proportion of non-householder planning applications dealt with within two months	2007/08	73%	75%	Improve	Improve
Proportion of building warrants responded to within 15 days	2007/08	90%	Improve	Improve	Improve
Proportion of driver journeys delayed due to traffic congestion	2005	10%	Maintain	Maintain	Maintain
Number of new affordable homes built	n/a	n/a	Establish baseline		
Proportion of streets surveyed that were found to have graffiti	2006-07	27%	Improve	Improve	Improve

Our communities are more cohesive and inclusive



WEALTHIER & FAIRER

SMARTER

HEALTHIER

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Why this is important for Clackmannanshire

A cohesive and inclusive community is an ideal where people feel they are valued and involved, and that they belong.

A great deal of what we do is about strengthening communities, for example improving people's employment chances, promoting care of, and pride in, the local environment, and supporting community groups and events.

The Scottish Government policy document "Fairer Scotland" shows a change in emphasis from targeting resources at more disadvantaged communities to tackling the causes of poverty and focusing on employability. This is welcomed by us and our community planning partnership.

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.

We must ensure that the needs of all 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 outcome we will:

- Increase mixed tenure development
- Address the shortfall in specialist housing and housing support services
- Support disadvantaged groups
- Develop more strategic approaches to tackling deprivation
- Provide support to children and young people to improve social cohesion and inclusion

Key delivery plans & strategies:

- Community Engagement Framework
- Community Learning and Development Strategy
- Integrated Children's Services 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 action we will take:

- Develop an approach locally to tackling the causes of poverty and improving employability



Outcome Indicators and Targets 2008-11

Our communities are more cohesive and inclusive

Indicator	Baseline Year	Baseline	Target 2008-09	Target 2009-10	Target 2010-11
Proportion of Council housing meeting the Scottish Housing Quality Standard	2006-07	65%	70%	75%	80%
Proportion of private sector housing meeting the Scottish Housing Quality Standard	2005	31%	Improve	Improve	Improve
Specialist housing as a proportion of total new house build	n/a	n/a	Establish baseline		
Number of homeless people lost contact with prior to completion of assessment	n/a	n/a	< 100 cases	Improve	Improve
Schools exclusions: secondary	2007	145	140	Improve	Improve
Schools exclusions: primary	2007	16	15	Improve	Improve
Proportion of racist graffiti removed within 4 hours	2007/08	100%	100%	100%	100%
Time taken to process new benefits claims (days)	2007-08	23	20	Improve	Improve
Proportion of workforce ethnic monitoring within Clackmannanshire Council	2007-08	78%	86%	94%	100%
Proportion of Council buildings accessible to disabled people	n/a	n/a	Establish baseline		



People are better skilled, trained and ready for learning & employment



WEALTHIER & FAIRER

SMARTER

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GREENER

Why this is important for Clackmannanshire?

Secondary school attainment levels locally tend to be lower than national averages. There is also a higher proportion of residents with no qualifications and a lower proportion who have attained NVQ Level 4 or above (i.e. HND or above).

Unemployment rates in Clackmannanshire are consistently higher than those for the Forth Valley area and for Scotland overall. In April 2008, unemployment in Clackmannanshire was 2.6%, whilst the rate for Forth Valley and Scotland was 2.1%. However 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 was seen to be relatively high concentrations of young people not in education, employment or training.

We are making progress in a number of areas, including the development of three new secondary schools in 2008/09. However, more needs to be done to realise this important outcome.

To achieve this outcome 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

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

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

Key actions we will take:

- Develop a co-ordinated employee brokerage service
- Implement key government strategies, including:
 - ▲ More Choices, 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 Schools Development Plans

Outcome Indicators and Targets 2008-11

People are better skilled, trained and ready for learning & employment

Indicator	Baseline Year	Baseline	Target 2008-09	Target 2009-10	Target 2010-11
Proportion of school leavers going into employment, education or training	2006-07	89%	Improve	Improve	95%
Number of adults successfully completing classes for improving literacy and numeracy	n/a	n/a	400	440	480
Proportion of pupils attaining 5+ awards at Level 4 in Standard Grades	2007	70%	75%	78%	81%
Percentage of Looked After Children attaining at least one SCQF level 3 (any subject)	2007	50%	95%	95%	95%
Percentage of Looked After Children attaining at least one SCQF level 3 (Maths and English)	2007	40%	95%	95%	95%
Attainment of the lowest performing 20% of pupils at the end of S4 (average tariff score)	2006-07	45	62	70	>70
Number of visits to libraries per 1,000 population	2007-08	8323	8073	7830	7673
Proportion of residents using learning access points	2006-07	11.3%	11.5%	11.7%	11.9%





Why this is important for Clackmannanshire?

Clackmannanshire is generally a safe place, although crime and the fear of crime have been identified as issues of prime concern locally.

Relative to Scotland as a whole, statistics indicate that Clackmannanshire is a safe place to live, however, it does have a higher incidence of crime than the rest of the Central Scotland Police Force area, and there is significant public concern about crime and general safety. In a recent survey, local residents identified tackling crime and the fear of crime as the single biggest priority for agencies locally.

The Antisocial Behaviour (Scotland) Act 2004 places a statutory duty on local authorities to develop strategies to combat antisocial behaviour.

The Clackmannanshire Community Safety Partnership has agreed a number of issues for priority action: alcohol, drugs, fear of crime, vandalism, group disorder and violence against women.



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 outcome we will:

- Improve road safety
- Improve childrens' safety
- Work in partnership with Scottish Prisons Service colleagues to manage prisoners and plan their sentences with public protection and community safety as a priority
- Reduce crime and antisocial behaviour
- Improve the safety of public environments

Key delivery plans & strategies

- Community Justice Authority (Fife & Forth Valley) Area Plan 2008-11
- Community Safety and Anti-social Behaviour Strategy 2008-11
- 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
- Implement the recommendations of the inspection report on Child Protection
- Develop an accommodation strategy for sex offenders

Outcome Indicators and Targets 2008-11

Our communities are safer

Indicator	Baseline Year	Baseline	Target 2008-09	Target 2009-10	Target 2010-11
Number of deaths or serious injuries as a result of road accidents	2005-06	27	n/a	25.6	n/a
Proportion of new probationers seen by a supervising officer within one week	2007-08	85%	100%	100%	100%
Number of home visits to high risk offenders within 3 months of release	2007-08	100%	100%	100%	100%
Proportion of abandoned vehicles removed within 14 days	2007-08	60%	80%	Improve	Improve
Proportion of street lights repairs completed within 7 days	2007-08	81%	Improve	Improve	Improve
Number of separate and joint Community Warden & Police patrols by Combined Warden Team	2007-08	4008	Maintain	Maintain	Maintain
% residents who state vandalism or graffiti is a problem in their local neighbourhood	2006	38%	Improve	n/a	Improve



Vulnerable people and families are supported

WEALTHIER & FAIRER

SMARTER

HEALTHIER

SAFER & STRONGER

GREENER

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, as far as possible, 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.

An inspection report published by the Social Work Inspectorate Agency in January 2008 praised services provided for older people in Clackmannanshire. 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 was found to have performed best in the Forth Valley area. In particular, there was a positive balance 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 the population of the local area, we have 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 we secured permanent accommodation for 77% of the people assessed as having priority need. This is significantly higher than the national average figure of 70%.

Effective partnership working helps to ensure services are sensitive and responsive to the needs of our customers.

To achieve this outcome 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
- 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
- Implement the recommendations of the Social Work Inspectorate Agency inspection report

Outcome Indicators and Targets 2008-11

Vulnerable people and families are supported

Indicator	Baseline Year	Baseline	Target 2008-09	Target 2009-10	Target 2010-11
Proportion of homeless people maintaining their tenancy for at least 12 months	2007/08	99%	99%	99%	99%
Proportion of people aged 65 and over with intensive care needs receiving services at home	2007/08	39%	>30%	>30%	>30%
Proportion of timeframes met for initial appointments to mental health services	2008	84%	88%	88%	88%
Proportion of people for which community care assessment targets were met	2007/08	56%	80%	Improve	Improve
Average number of moves experienced by Looked After and Accommodated Children in the year	2007/08	2	<3	<3	<3
Delayed discharge from hospital per 1,000 population	2007/08	0	0	0	0
The number of Children's Hearing reports submitted to the Children's Reporter within timescales	2007/08	58%	75%	75%	75%
Percentage of children requiring supervision seen by a supervising officer within 15 working days	2006/07	67%	100%	100%	100%
Proportion of requests for initial health assessments made within 10 days of a child being accommodated	2007/08	32%	100%	100%	100%
Average time homeless people spend in temporary accommodation (days)	2007/08	101.4	Improve	Improve	Improve



Substance misuse and its effects are reduced



WEALTHIER & FAIRER

SMARTER

HEALTHIER

SAFER & STRONGER

GREENER

Why this is important for Clackmannanshire

The challenges of alcohol and drug abuse in Scotland are mirrored in Clackmannanshire. Our community planning partnership 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 outcome we will:

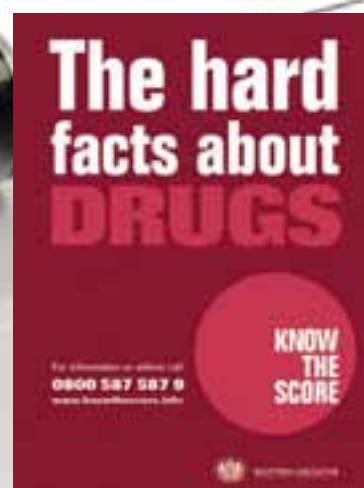
- Reduce children and young peoples substance misuse
- Reduce harm to children affected by substance misusing parents/carers
- Reduce binge drinking

Key delivery plans & strategies

- Substance Misuse Forum Action Plan
- Joint Health Improvement Plan
- Integrated Children's Services Plan
- Plan for Action on Alcohol 2007
- Community Safety and Anti-social Behaviour Strategy 2008-11
- 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



Outcome Indicators and Targets 2008-11

Substance misuse and its effects are reduced

Indicator	Baseline Year	Baseline	Target 2008-09	Target 2009-10	Target 2010-11
Inspections of licensees to ensure enforcement of tobacco sales regulations	2006-07	0	12	24	24
% of local residents who cite alcohol abuse as a dislike about their neighbourhood	2006	38%	Improve	Improve	Improve
% of local residents who cite drug abuse/dealing as a dislike about their neighbourhood	2006	33%	Improve	Improve	Improve
Number of inspections per licensed premises, for compliance with the Licensing (Scotland) Act 2005	(New service)	(New service)	1	2	2



Health is improving
and health inequalities
are reducing



WEALTHIER & FAIRER

SMARTER

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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 Scotland generally.

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.

Achieving health improvement for all is a complex and long term challenge that requires collective and sustained effort by a wide range of agencies. Locally, the Clackmannanshire Community Health Partnership has overall responsibility for health improvement, while the Clackmannanshire Integrated Health Improvement Team brings together key partners and provides leadership and co-ordination of health improvement work across the county.



To achieve this outcome 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
- Food Standards Agency 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 Forth Valley Sexual Health Strategy
- Promote sport & leisure opportunities
- Implement the Occupational Health Strategy for Great Britain
- Implement the Mental Health Delivery Plan

Outcome Indicators and Targets 2008-11

Health is improving and health inequalities reducing

Indicator	Baseline Year	Baseline	Target 2008-09	Target 2009-10	Target 2010-11
Number of attendances per 1000 population for pools	2007-08	3216	3312	3378	3412
Number of attendances per 1000 population for other indoor sports and leisure facilities	2007-08	8178	8995	9445	9917
Secondary schools (minutes per week): engagement in PE	2007	100	120	120	120
Primary schools (minutes per week): engagement in PE	2007	90	120	120	120
Proportion of children walking or cycling to school (primary)	2007	Walk:62% Bike:0.75%	Walk:65% Bike:2%	Improve	Improve
Proportion of children walking or cycling to school (secondary)	2007	Walk:45% Bike:1%	Walk:50% Bike:2%	Improve	Improve
Number of visits to the outdoors	n/a	n/a	Establish baseline		
Number of visitors using core paths	n/a	n/a	Establish baseline		



The environment is protected and enhanced for all



WEALTHIER & FAIRER

SMARTER

HEALTHIER

SAFER & STRONGER

GREENER

Why this is important for Clackmannanshire

Clackmannanshire enjoys an enviable natural environment and a rich built heritage. It has a scenic and varied natural heritage, with a 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.



We have 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 are 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 outcome 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 and Climate Change 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 Forth Valley Area Waste Plan
- Develop a Sustainability Strategy and Climate change strategy for Clackmannanshire
- Develop an Open Space Strategy
- Introduce sustainable design and construction requirements for new developments
- Develop Sustainable Flood Management Guidance
- Develop a Core Paths Plan and Outdoor Access Strategy
- Implement the Local Transport Strategy
- Develop a Council Travel Plan

Outcome Indicators and Targets 2008-11

The environment is protected and enhanced for the enjoyment of all

Indicator	Baseline Year	Baseline	Target 2008-09	Target 2009-10	Target 2010-11
Proportion of all journeys made by car	2006	85%	Year on year decrease from 2007-08 baseline		75%
Biodegradable waste sent to landfill (tonnes)	2007-08	14,221	14,249	13,574	To be established
Proportion of municipal waste recycled	2007-08	43%	Improve	Improve	Improve
Council's annual CO ₂ emissions (tonnes)	2007-08	52,753	n/a	51170	n/a
Proportion of new housing on brown field land	2007-08	n/a	Establish baseline		
Proportion of residents visiting historic or architecturally valuable sites/buildings	2006	39%	Improve	Improve	Improve



The council is effective,
efficient & recognised
for excellence



WEALTHIER & FAIRER

SMARTER

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GREENER

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 outcome we will:

- Improve efficiency and reduce costs
- Improve access to services and the quality of customer service
- Improve governance and reduce our 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 our carbon footprint

Key delivery plans & strategies

- Business Transformation programme
- Customer Service Strategy
- Risk Management Plan
- Asset Management Plan
- Sustainability and Climate Change 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 and implement 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
- Implement the corporate Risk Management Plan

Outcome Indicators and Targets 2008-11

The council is effective, efficient and recognised for excellence

Indicator	Baseline Year	Baseline	Target 2008-09	Target 2009-10	Target 2010-11
Cash savings from more efficient service delivery	n/a	n/a	2%	2%	2%
Proportion of Council assets that are used effectively	n/a	n/a	Establish baseline		
Cost of Council buildings (per square metre floor area)*	n/a	n/a	Establish baseline		
Proportion of people who rate Council services as very or quite good	2007-08	62%	Improve	Improve	Improve
Proportion of calls resolved at first point of contact at the contact centre	2007-08	80%	82%	84%	86%
Proportion of Statutory Performance Indicators (SPIs) in the top eight in Scotland	2006-07	24%	30%	33%	36%
Average number of working days per employee lost through sickness absence	2007-08	4.70%	Improve	Improve	Improve
Proportion of pre-school centres receiving positive inspection reports	n/a	n/a	Establish baseline		
Proportion of schools receiving positive inspection reports	n/a	n/a	Establish baseline		
Proportion of Council Tax collected in the year	2007-08	93%	Improve	Improve	Improve





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.

如果英語不是你第一語言, 而你需要幫助去了解此文件, 請來電 01259 452404 房屋管理支援服務, 他們會樂意為你安排翻譯員, 幫助你了解此文件.

"Jeśli język angielski nie jest twoim rodzimym językiem i potrzebujesz pomocy aby przeczytać ten dokument zadzwoń pod numer 01259 452404. Poproś 'Housing Management Support Service' (Administarcja Wydziału Zarządzania Mieszkaniami) który umówi tłumacza, który pomoże ci przeczytać ten dokument"

यदि अंग्रेजी आपकी मातृभाषा नहीं है और आपको इस दस्तावेज़ को पढ़ने में सहायता की आवश्यकता है तो कृपया नंबर 01259 452404 पर कॉल करें और अंग्रेजी में सहायता प्राप्त करने के लिए हमें सूचित करें। हम आपको अनुवादक से मिलाने में सहायता प्रदान करेंगे जो आपको इस दस्तावेज़ को पढ़ने में मदद करेगा।

اگر انگریزی آپ کی مادری زبان نہیں ہے اور اس دستہ ویز کو پڑھ کر سمجھنے میں آپ کو مدد کی ضرورت ہے۔ تو براہ کرم ہاؤسنگ مینجمنٹ سپورٹ سروسز والوں کو ٹیلی فون نمبر 01259 452404 پر فون کر کے اپنی ضرورت سے آگاہ کریں۔ وہ بخوشی آپ کیلئے ٹرانسلیٹر کا انتظام کر دیں گے، ٹرانسلیٹر دستہ ویز کو پڑھنے اور سمجھنے میں آپ کی مدد کرے گا۔



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