

Final Draft –
27/5/08

CLACKMANNANSHIRE

SINGLE OUTCOME AGREEMENT 2008-09





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1.0 INTRODUCTION

- 1.1 This Agreement presents the priority outcomes for Clackmannanshire in the context of the national performance framework.
- 1.2 In 2007/08, the Clackmannanshire Alliance reviewed its Community Plan and the priorities contained within that. A series of stakeholder events took place and resulted in a revised set of priorities as set out below.

TABLE 1 - CLACKMANNANSHIRE ALLIANCE:		
AIMS Strengthen communities Build confidence & raise aspirations Improve wellbeing		
PRIORITY OUTCOMES		
The area has a positive image and attracts people and business	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	Improved quality of public services
CROSS-CUTTING PRINCIPLES		
Promoting equality and diversity Reducing Inequalities Anticipatory action, prevention and early intervention Involvement and engagement Consideration of the environmental and social effects of actions		

- 1.3 These priorities are the result of detailed discussion amongst partners and stakeholders which has included an analysis of the local socio-economic circumstances in Clackmannanshire, some of which are discussed in this document.
- 1.4 The local Clackmannanshire priority outcomes are consistent with, complementary to, and supportive of, the 15 national outcomes which are set out in the national performance framework. The individual local outcomes do not stand in isolation but are closely linked and can impact mutually on each other: for instance, reducing substance misuse and its effects can promote safer communities, which in turn can promote the image of the area. As such the local priority outcomes have equal status.
- 1.5 The relationship between the local priority outcomes and the national outcomes and indicators is set out in the table on the next page. The national outcomes which have greatest prominence in terms of their relevance to local priority outcomes are:
- We live in a Scotland that is the most attractive place for doing business in Europe
 - Our children have the best start in life and are ready to succeed
 - We live longer, healthier lives
 - We have tackled significant inequalities in Scottish society
 - We have improved the life chances for children, young people and families at risk
 - We live our lives safe from crime, disorder and danger
 - We live in well-designed, sustainable places where we are able to access the amenities and services we need.
- 1.6 While some national outcomes have less prominence locally, Clackmannanshire is making a contribution to every national outcome at some level; the remainder of the document sets out the detail of the issues locally in Clackmannanshire which impact upon the national well-being and actions the partners locally intend to take to tackle some of these issues.

Councillor Janet Cadenhead
Leader of Clackmannanshire Council, Chair of Clackmannanshire Alliance
June, 2008

TABLE 2 – CLACKMANNANSHIRE PRIORITY OUTCOMES IN THE CONTEXT OF THE NATIONAL OUTCOMES – OUR COLLECTIVE PRIORITIES			
NATIONAL OUTCOME	CLACKMANNANSHIRE PRIORITY OUTCOMES	CLACKMANNANSHIRE AIM	CROSS CUTTING PRINCIPLE
We live in a Scotland that is the most attractive place for doing business in Europe	<p>The area has a positive image and attracts people and business</p> <p>People are better skilled, trained and ready for learning and employment</p> <p>Our communities are safer</p>	Build confidence & raise aspirations	<p>Reducing inequalities</p> <p>Consideration of the environmental & social effects of actions</p>
We realise our full economic potential with more and better employment opportunities for our people	<p>The area has a positive image and attracts people and business</p> <p>People are better skilled, trained and ready for learning and employment</p>	<p>Build confidence & raise aspirations</p> <p>Improve wellbeing</p>	<p>Reducing inequalities</p> <p>Promoting equality and diversity</p> <p>Consideration of the environmental & social effects of actions</p>
We are better educated, more skilled and more successful, renowned for our research and innovation.	People are better skilled, trained and ready for learning and employment	<p>Build confidence & raise aspirations</p> <p>Improve wellbeing</p>	<p>Reducing inequalities</p> <p>Promoting equality and diversity</p> <p>Anticipatory action prevention & early intervention</p>
Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	<p>People are better skilled, trained and ready for learning and employment</p> <p>Our communities are safer</p>	<p>Strengthen communities</p> <p>Build confidence & raise aspirations</p> <p>Improve wellbeing</p>	<p>Reducing inequalities</p> <p>Anticipatory action prevention & early intervention</p> <p>Involvement and engagement</p>
Our children have the best start in life and are ready to succeed	<p>People are better skilled, trained and ready for learning and employment</p> <p>Vulnerable people and families are supported</p> <p>Health is improving and health inequalities reducing</p>	<p>Strengthen communities</p> <p>Build confidence & raise aspirations</p> <p>Improve wellbeing</p>	<p>Reducing inequalities</p> <p>Anticipatory action prevention & early intervention</p> <p>Involvement and engagement</p>

<p>We live longer, healthier lives</p>	<p>Vulnerable people and families are supported</p> <p>Substance misuse and its effects are reduced</p> <p>Health is improving and health inequalities are reducing</p>	<p>Improve wellbeing</p>	<p>Reducing inequalities</p> <p>Anticipatory action prevention & early intervention</p> <p>Involvement and engagement</p>
<p>We have tackled the significant inequalities in Scottish society</p>	<p>Our communities are more cohesive and inclusive</p> <p>Vulnerable people and families are supported</p> <p>Health is improving and health inequalities are reducing</p>	<p>Strengthen communities</p> <p>Build confidence & raise aspirations</p> <p>Improve wellbeing</p>	<p>Reducing inequalities</p> <p>Promoting equality and diversity</p> <p>Anticipatory action prevention & early intervention</p> <p>Involvement and engagement</p>
<p>We have improved the life chances for children, young people and families at risk.</p>	<p>Vulnerable people and families are supported</p> <p>Substance misuse and its effects are reduced</p> <p>Health is improving and health inequalities are reducing</p>	<p>Strengthen communities</p> <p>Build confidence & raise aspirations</p> <p>Improve wellbeing</p>	<p>Reducing inequalities</p> <p>Anticipatory action prevention & early intervention</p> <p>Involvement and engagement</p>
<p>We live our lives safe from crime, disorder and danger</p>	<p>The area has a positive image and attracts people and business</p> <p>Our communities are safer</p> <p>Substance misuse and its effects are reduced</p>	<p>Strengthen communities</p> <p>Build confidence & raise aspirations</p> <p>Improve wellbeing</p>	<p>Reducing inequalities</p> <p>Anticipatory action prevention & early intervention</p> <p>Involvement and engagement</p> <p>Consideration of the environmental & social effects of actions</p>
<p>We live in well-designed, sustainable places where we are able to access the amenities and services we need</p>	<p>The area has a positive image and attracts people and business</p> <p>Our communities are safer</p> <p>The environment is protected and enhanced for all</p>	<p>Build confidence & raise aspirations</p> <p>Improve wellbeing</p>	<p>Anticipatory action prevention & early intervention</p> <p>Involvement and engagement</p> <p>Consideration of the environmental & social effects of actions</p>

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	Our communities are more cohesive and inclusive Substance misuse and its effects are reduced	Strengthen communities	Promoting equality & diversity Reducing inequalities Anticipatory action prevention & early intervention Involvement and engagement
We value and enjoy our built and natural environment and protect it and enhance it for future generations	The environment is protected and enhanced for all	Strengthen communities Improve wellbeing	Involvement and engagement Consideration of the environmental & social effects of actions
We take pride in a strong, fair and inclusive national identity.	Our communities are more cohesive and inclusive	Strengthen communities Build confidence & raise aspirations	Involvement and engagement
We reduce the local and global environmental impact of our consumption and production.	The environment is protected and enhanced for all	Improve wellbeing	Anticipatory action prevention & early intervention Involvement and engagement Consideration of the environmental & social effects of actions
Our public services are high quality, continually improving, efficient and responsive to local people's needs	Improved quality of public services	Improve wellbeing	Reducing inequalities Anticipatory action prevention & early intervention Involvement and engagement

2.0 PURPOSE OF THE CLACKMANNANSHIRE SINGLE OUTCOME AGREEMENT

- 2.1 The purpose of this Single Outcome Agreement is to identify areas for improvement which will deliver better outcomes for the people of Clackmannanshire; delivering better outcomes locally in Clackmannanshire will contribute to improved general well-being of Scotland as a whole and the ambitions of the shared national performance framework will be achieved.
- 2.2 This agreement has been formally agreed by Clackmannanshire Council and formally endorsed by the Clackmannanshire Alliance, the local community planning partnership. This first Single Outcome Agreement for Clackmannanshire will be refined and updated throughout 2008/09 and by 1 April 2009 a revised Agreement will be in place which fully encompasses the community planning partners' contributions to agreed priority outcomes for Clackmannanshire.
- 2.3 This agreement forms part of a wider Concordat between central and local government. This Concordat, as well as introducing Single Outcome Agreements, also provides:
- a shared policy framework across the entire Scottish public sector
 - an opportunity to enhance partnership working within local areas and between local and central government
 - greater freedom for local government in how it utilises the resources it receives from the Scottish Government
 - a more streamlined approach to the reporting and monitoring of these resources.
- 2.4 Clackmannanshire Council, its community planning partners in the Clackmannanshire Alliance and the Scottish Government are jointly committed to, and mutually accountable for, the achievement of this agreement and the delivery of its outcomes. Each party will jointly take ownership and responsibility for their respective contributions to the agreed outcomes; and will be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.

3.0 SCOPE OF OUR SINGLE OUTCOME AGREEMENT

- 3.1 This Agreement covers a range of local authority services, whether or not delivered directly by the Council; it does not, however, represent the entire effort of the Council and its community planning partners. Rather, and in the first instance, it focuses on local priorities which, in turn, contribute to the achievement of the national outcomes.
- 3.2 The local priority outcomes in the Agreement are based on Council and partner priorities, which have been informed by consultation with stakeholders. A great deal of work has been carried out by the partnership via the Clackmannanshire 1000 Citizens' Panel. Various surveys which have been undertaken in the last three years have been used to inform not only the setting of outcomes but also the setting of appropriate indicators and targets. Many of the local targets have been drawn from existing strategies which have been the subject of extensive public consultation.
- 3.4 The community planning partnership in Clackmannanshire, therefore, has a solid foundation for stakeholder consultation and the partnership will continue to utilise these mechanisms to inform the development of the Agreement and to review the achievement of its stated outcomes. With the development of a fuller partnership SOA in future years, there will be greater opportunities for stakeholder input, making use of various community engagement approaches. Key formal user forums which the Alliance can involve in the development of future Agreements include:
- Clackmannanshire Public Partnership Forum
 - Clackmannanshire Business Forum
 - Clackmannanshire Voluntary Sector Forum
 - Clackmannanshire Tenants' Forum
 - Clackmannanshire Joint Community Councils' Forum.
- 3.5 Consultation is part of the duty of best value and this duty has also been encapsulated in this Outcome Agreement through the inclusion of *Improved quality of public services* as a key priority outcome for the partnership. Similarly, another of the key priority outcomes for the partnership has been identified as *protecting and enhancing the environment*, which demonstrates the commitment of the Council to its duty of sustainable development. Finally, the Council acknowledges the benefit to be gained from placing equality and diversity at the heart of Clackmannanshire's development and is committed to the promotion of inclusion and equality of opportunity to enable discrimination and prejudice to be tackled. As such, one of the priority outcomes is that *our communities are more cohesive and inclusive*.

4.0 GOVERNANCE OF OUR SINGLE OUTCOME AGREEMENT

- 4.1 The Single Outcome Agreement was approved by Clackmannanshire Council in June, 2008; prior to this, the draft had been formally endorsed by the Clackmannanshire Alliance at its meeting on 14 March, 2008. The Agreement is viewed by the community planning partnership as an Alliance document for which the Alliance is collectively accountable, albeit some partners will have more influence than others on the achievement of the various local targets.
- 4.2 Progress in achieving local outcomes and meeting local targets will be scrutinised by the Clackmannanshire Alliance, and its component elements, as well as by the individual public agencies which are part of the Alliance. The Council has a Scrutiny Committee which will formally review the Agreement and there will be ongoing management scrutiny by senior officers of the relevant agencies.
- 4.3 The partners of the Clackmannanshire Alliance and the Scottish Government are committed to implementing the actions contained in this Agreement.

5.0 ONGOING DEVELOPMENT OF OUR AGREEMENT

- 5.1 There have been two formal discussions by the Clackmannanshire Alliance of the draft SOA and the document was formally endorsed by the Alliance on 14 March, 2008. The Alliance has undertaken a recent review of the Clackmannanshire Community Plan, which has enabled the priorities of the partnership to provide the foundation for the Agreement. The Agreement, therefore, represents to a large degree the shared ambitions of the Clackmannanshire Alliance and, as such, can easily be incorporated within existing structures and processes of community planning in Clackmannanshire.
- 5.2 The partnership view the Agreement as a living, evolving document which will change over time as targets and outcomes are achieved and local priorities change. As such, the Alliance will formally review the Agreement at least twice a year and instigate any changes as appropriate. It should be noted that this Agreement does not represent the entire effort of the Alliance but focuses on locally agreed collaborative priorities; from 2009, the document will be more fully developed as a community planning partnership agreement which will more comprehensively reflect the scope of these priorities. Local priority outcomes share a high degree of common ambition with the national outcomes; this is clearly demonstrated throughout this agreement.
- 5.3 The community and voluntary sector is formally represented on the Clackmannanshire Alliance and, as such, the Agreement has the endorsement of that sector. In addition, the local outcomes and targets derive in large part from processes which involved broader direct stakeholder consultation.
- 5.4 The voluntary sector has been particularly active in relation to developing the approach to Fairer Scotland (see section 7 of this document). Clackmannanshire CVS has hosted a series of meetings to explain the approach and to set in place a process for engaging groups in the process and supporting the participation of the voluntary and community sector.
- 5.5 As the Outcome Agreement evolves and develops, it is expected, as mentioned in paragraph 3.4, that the partnership will use a wider range of mechanisms to involve stakeholders than has been possible giving the timescales for preparing the Agreement.

6.0 LOCAL CONTEXT FOR THE NATIONAL INDICATORS

6.1 Clackmannanshire is the smallest mainland authority in Scotland with a population of 48,900 (GROS, Mid Year Estimates, 2006). Alloa is the largest town in the area with a population of around 12,000. Clackmannanshire's population has increased by 0.6% between 2005 and 2006; this compares with Scotland's population which has increased 0.4% over the same period.

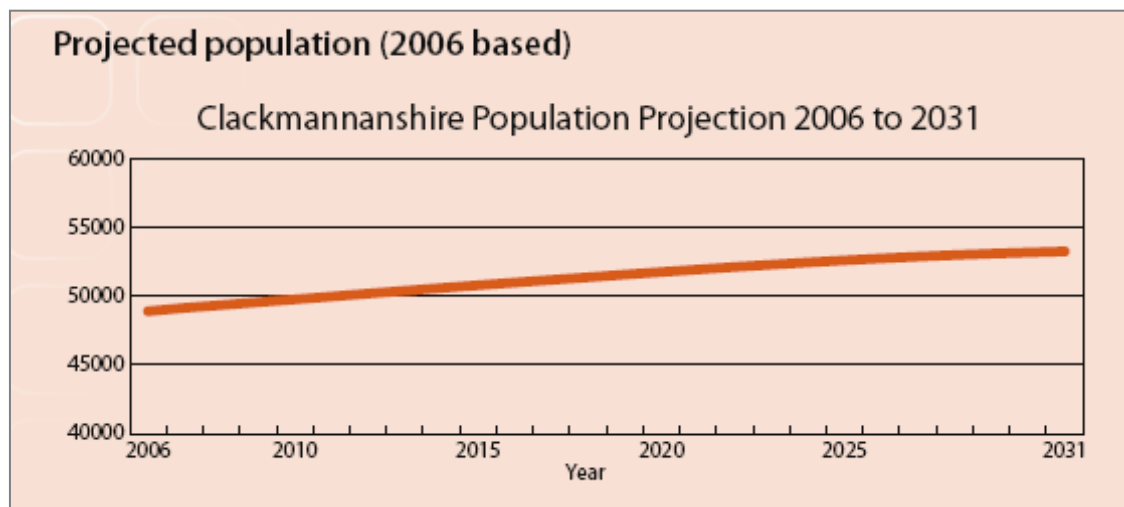


Chart 1

Data Source: GRO Scotland, Population Projections for Scottish Areas (2006 based).

6.2 Clackmannanshire's population is expected to rise significantly (8.9%) over the next 25 years to 53,245. An increase in new housing and improved transport links are expected to have a positive effect on the economy of the area and future population trends.

6.3 Clackmannanshire, therefore, is increasingly a place of opportunity for business development and growth. Advantages include:

- a strategic and accessible position in the heart of Scotland
- over 2.5 million people living within an hours drive - equivalent to half the Scottish population
- a strong and growing business base with over 1,100 enterprises producing wealth and jobs in the area
- a highly skilled and qualified workforce
- an attractive environment with the stunning backdrop of the Ochil Hills

6.4 Clackmannanshire is continuously capitalising on current and new developments such as:

- direct access to the motorway network through the new bridge crossing the river Forth
- the reopening of the Stirling-Alloa-Kinross rail link bringing the area one step closer to economic benefits
- being under 1 hour's drive to the 2 major cities of Edinburgh and Glasgow, and their major airports
- being within 40 minutes drive of passenger and freight ferry services at Rosyth which link to mainland Europe.
- an ambitious and flourishing further education sector which has the potential to add to economic growth.

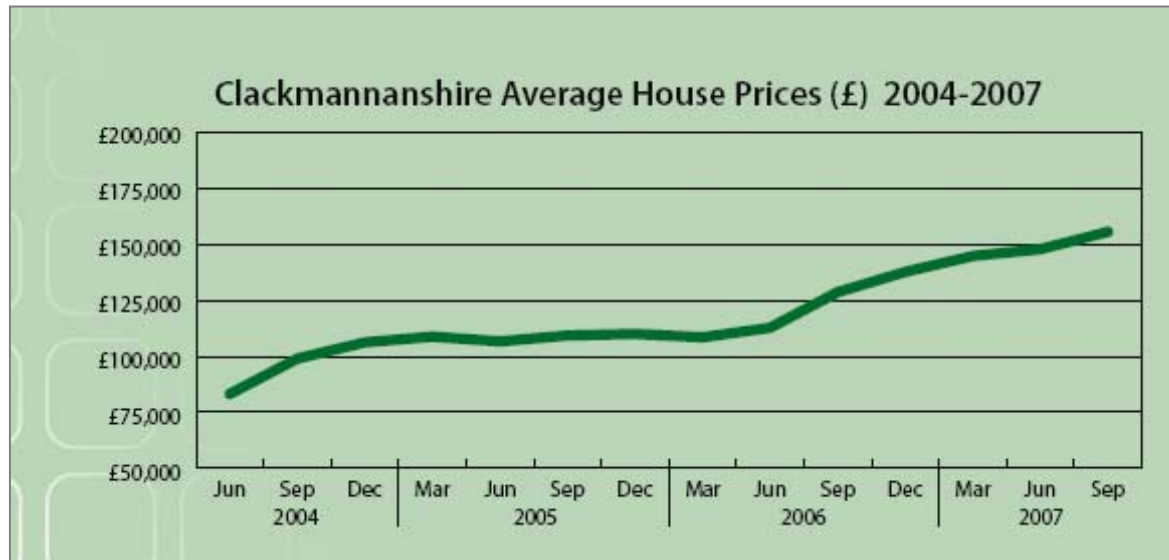


Chart 2

Data Source: Register of Sasines, 2000-2005; BBC and Registers of Scotland Executive Agency; SNS.

6.5 Despite these advantages and emerging opportunities, the employment market in Clackmannanshire lags behind other areas of Scotland:

- the number of jobs in Clackmannanshire has increased by 2% between 1997 and 2005. In comparison, the number of jobs in Scotland has increased by 15%
- 78% of people in Clackmannanshire are economically active* compared with 79.9% in Scotland

* economically active means people are either employed or unemployed but available for work

- in December 2007, the claimant count unemployment rate in Clackmannanshire was 2.4%. This is slightly higher than Scotland as a whole (2.2%)
- compared to Scotland, there is a higher % of jobs in public and other services, and a lower % in finance and business.

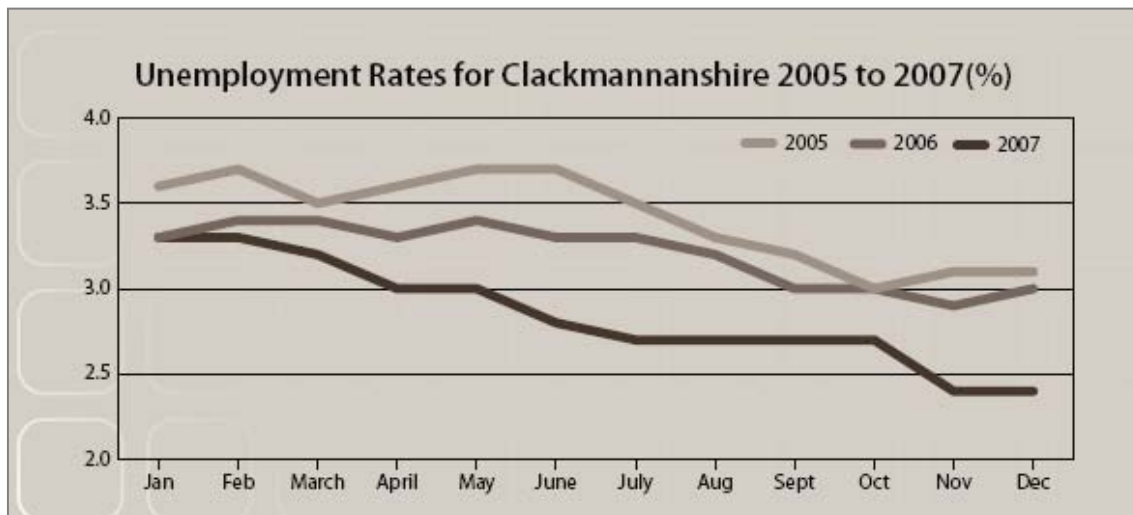


Chart 3

Data Source: Office of National Statistics (NOMIS); Crown copyright material is reproduced with the permission of the Controller of HMSO

6.6 In relation to health, Clackmannanshire is the least healthy local authority area in Forth Valley and there are significant health inequalities across the various locales within Clackmannanshire.

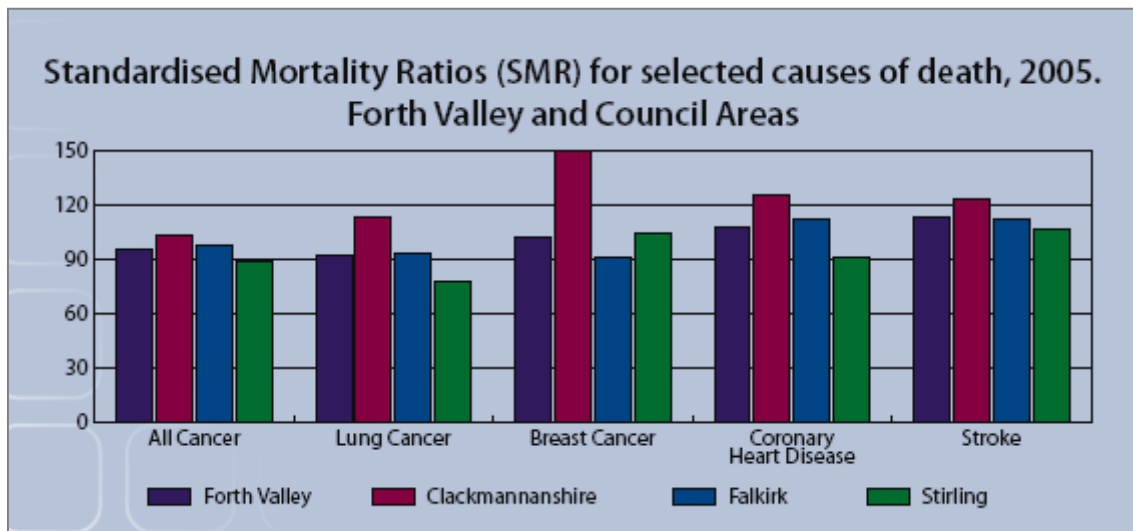


Chart 4

Data Source: NHS Forth Valley

- 6.7 This impacts significantly on the number of people whose health prevents them being economically active and Clackmannanshire has higher rates of claimants than the Scottish average of incapacity benefit, disability living allowance and carer's allowance.
- 6.8 In relation to safety in Clackmannanshire, a recent Strategic Assessment by the Alliance's Community Safety Partnership has shown among other things that:
- Serious assault is falling
 - Robbery has increased slightly but remains a relatively low risk
 - antisocial behaviour remains an issue of concern in Clackmannanshire. 35% of calls to the Police relate to ASB, 75% of these are nuisance/disturbance calls.
 - disorder is a persistent issue
 - housebreaking is decreasing and at its lowest level since 2005
 - theft, and particularly theft by shoplifting, has increased in 2007/08.
- 6.9 As measured by the Scottish Indices of Multiple Deprivation, 4 of the 5 multi-member wards in Clackmannanshire contain areas which fall within the 15% most deprived areas in Scotland. In a Scottish context, Clackmannanshire as a local authority area has the 5th highest share of population living in the 15% most deprived areas. In national terms, therefore, Clackmannanshire can evidence significant need.

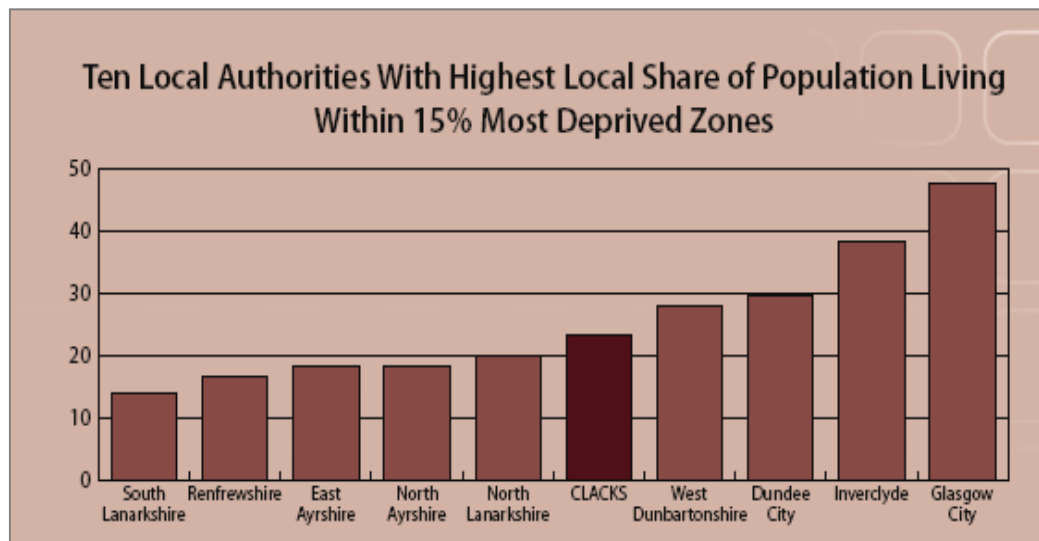


Chart 5

Data Source: Scottish Indices of Multiple Deprivation (2006)

6.10 While across Clackmannanshire generally there are significant inequalities, 2 wards in particular experience the highest levels of socio-economic deprivation as measured by the Scottish Indices of Multiple Deprivation: Clackmannanshire South and Clackmannanshire Central.

6.11 For example:

Clackmannanshire South has the highest % income deprivation in the area;

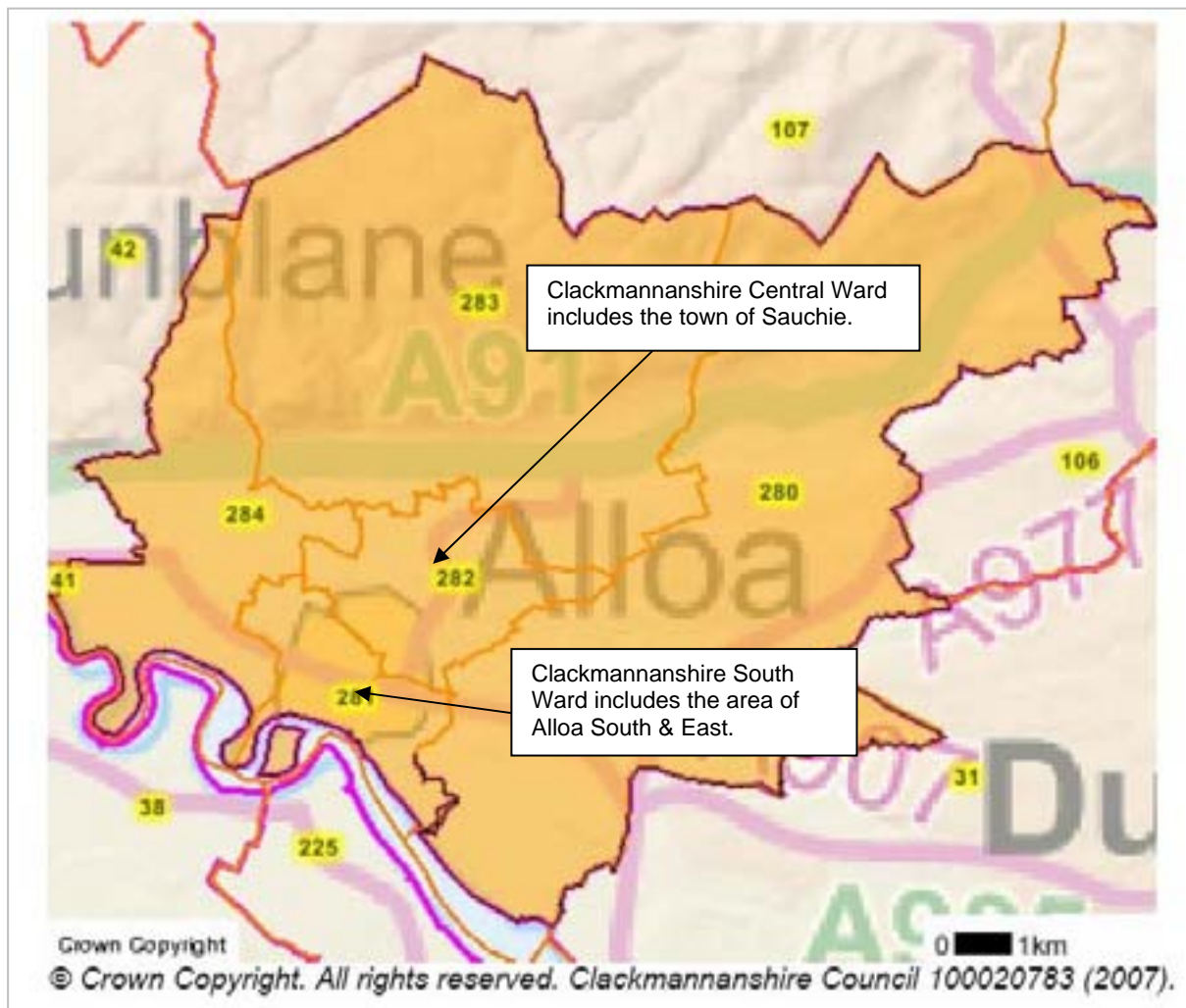
Clackmannanshire South has the highest % employment deprivation in the area;

both Clackmannanshire South and Clackmannanshire Central fall within the 5% most deprived areas in Scotland;

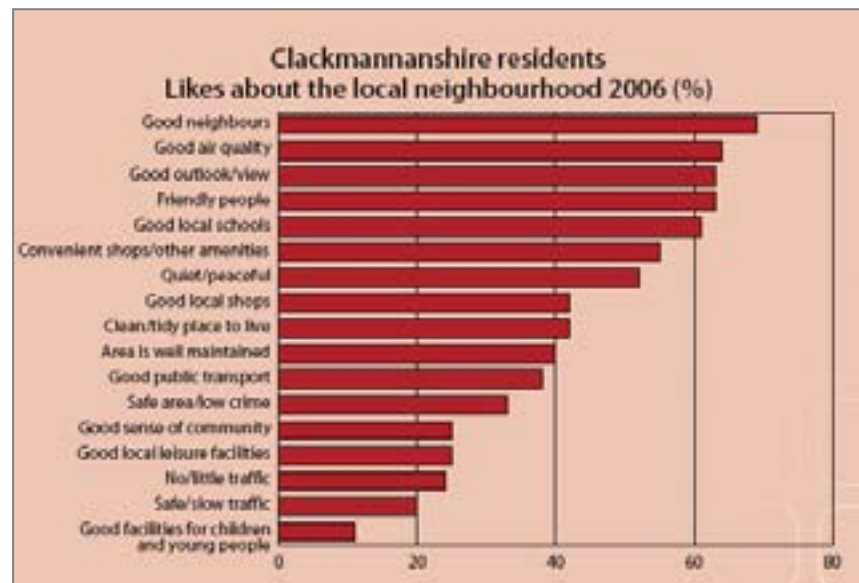
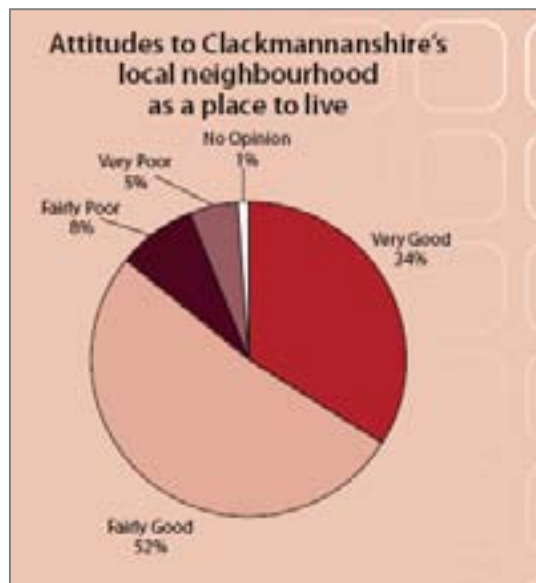
both Clackmannanshire South and Clackmannanshire Central fall within the 10% most health deprived areas in Scotland;

Clackmannanshire South fall within the 5% most crime deprived areas in Scotland.

6.12 These levels of deprivation have been reflected over the years in special programmes such as the Social Inclusion Partnership and the Regeneration Outcome Agreement.



- 6.13 The Clackmannanshire Alliance is committed to continuing to focus resources on the most vulnerable individuals and communities and has a clear focus in its emerging Fairer Scotland programmes (outlined in the next section of the document).
- 6.14 It is the Alliance's intention in future agreements to set targets, where feasible, at smaller geography levels so that the extent of inequalities across the county can be monitored and resources can be targeted where they can have the greatest impact.
- 6.15 While Clackmannanshire has many challenges in relation to its socio-economic status, there is a real sense of pride and community in the area, with the great majority of those living in Clackmannanshire feeling that their neighbourhood is a good place to stay.



Charts 6 & 7

Data Source: Clacks 1000 Survey 2006, Clackmannanshire Council

- 6.16 This attitude combined with the determination of the partners to improve quality of life for people in Clackmannanshire means that the priorities outlined in this agreement will be pursued with commitment and enthusiasm.

7.0 LOCAL OUTCOMES & COMMITMENTS

7.1 This section provides details for each of the priority outcomes of the Clackmannanshire Alliance of:

- local trends and contexts, with reference to relevant national outcome and associated indicators
- local targets and indicators to achieve the outcomes (including in **bold text** those pertinent to Fairer Scotland)
- specific commitments to action made by the partners to enable delivery of the local outcomes.

7.2 A diagram for each priority outcome is included to demonstrate the direct line of sight between local targets and national strategic objectives.

7.3 By achieving the outcomes listed in the following pages, the Alliance hopes to achieve its overarching aims of:

- Improving wellbeing
- Building confidence and raising aspirations
- Strengthening communities

7.4 The SOA outcomes have derived from the Clackmannanshire Community Plan and have become an integral element of the Council's Corporate Plan, 2008-11. This Plan was approved by Council in June and a half-yearly progress report will be submitted to Scrutiny Committee in November of each year, with a year-end report each May. An annual public progress report will be published each October as part of established PPR arrangements.

7.5 The Council has a corporate risk register which is underpinned by detailed assessments of risk by individual service. This covers in detail the various risks associated with the non-achievement of the targets contained within this Outcome Agreement. Other partner agencies have similar registers. As part of the on-going community planning review locally, the Alliance will develop its collective approach to risk management.

Fairer Scotland & the SOA

- 7.6 The Clackmannanshire Alliance has carefully considered the criteria for the Fairer Scotland Fund and welcomes the focus these bring to addressing the twin issues of causes of poverty and employability – as has been described in this document, these issues are key challenges locally.
- 7.7 The Alliance has discussed at several meetings in the past 18 months the need to achieve improved strategic targeting of resources than has been achieved through either the ROA or the SIP before it. While both the SIP and the ROA achieved many positive outcomes for individuals and communities via a range of discrete projects, there is no evidence that this has impacted positively at strategic level on relative levels of socio-economic deprivation in Clackmannanshire. Indeed, between 2004-2006, Clackmannanshire's share of datazones in the most deprived 15% in Scotland increased as can be seen in the graph below:

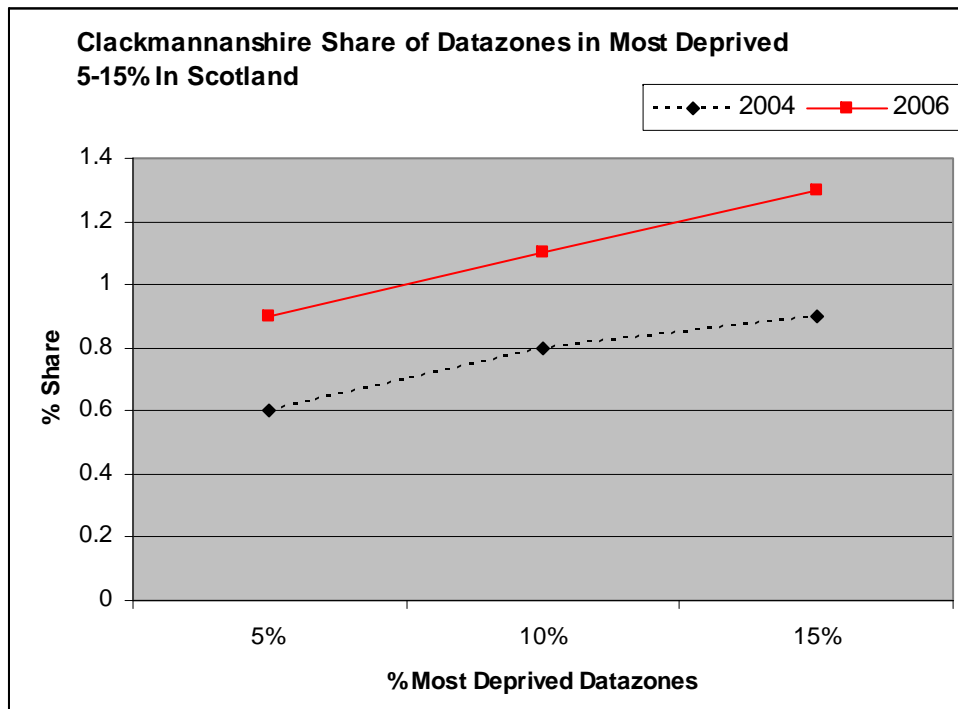


Chart 8

Data Sources: Scottish Indices of Multiple Deprivation (2004 & 2006)

7.8 The Alliance had already agreed that in future it would adopt a more programmed approach to achieving its priority outcomes and this approach is now being applied to the development of proposals under Fairer Scotland. At its meeting in February, 2008, the Alliance reviewed its priority outcomes in relation to Fairer Scotland and agreed that the following of those were most directly related to the twin aims of employability and tackling the causes of poverty and should be the focus of spend:

- Improved uptake of skills development, training and employment
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The area has a positive image and attracts people and businesses.

7.9 Notional proportional allocations from Fairer Scotland were proposed for guidance in developing programmes; these notional allocations take account of outcomes anticipated from the Fund and from an assessment of past spend across the 7 funds which have been amalgamated into Fairer Scotland.

Priority Outcome	Alliance Leads	Notional Proportion
Substance Misuse	NHS Forth Valley Central Scotland Police CVS	13%
Employability	Clackmannanshire Council FV College CVS	60%
Health Improvement	NHS Forth Valley Clackmannanshire Council CVS	13%
Positive image etc	To be determined	14%

7.10 Representatives of the Alliance (as indicated in the table above) were tasked with scoping out initial programme briefs in consultation with the range of stakeholders and taking account of existing initiatives which were effectively contributing to promoting employability and addressing the causes of poverty. These briefs were considered by the Alliance at its meeting on March 14, 2008, and the approach as outlined agreed in principle. The inter-relationship between the priority outcomes is recognised and it is anticipated that final programme proposals under Fairer Scotland will reflect an integration of activities to

address the multi-faceted nature of clients' problems. Clients with complex barriers will be identified and targeted within this strategic programme.

Health Improvement

- 7.11 The connections between poor health, employability and poverty are very strong. People and communities who experience inequality and deprivation/relative poverty die earlier and suffer more ill health and disability.
- 7.12 Health statistics for Clackmannanshire between 2004 and 2007 clearly shows is a particularly large gap between those who experience ill health (and income deprivation) and those who experience positive health (and are in employment). For instance:
- higher than average incidence of severe medical conditions such as stroke, cancer, diabetes and depression exist in Clackmannanshire's regeneration areas (as defined by the SIMDs)
 - in those areas, there is also a relatively high prevalence of health-harming behaviours e.g. smoking, drinking, self-harm, inactivity, overweight and obesity.
- 7.13 These health issues are reflected in other figures such as levels of those claiming a range of disability allowances, high unemployment levels and low income levels.
- 7.14 The Joint Health Improvement Plan sets out the Alliance priorities for health improvement with an overarching focus on closing the gap between the health of the least and most disadvantaged communities.
- 7.15 The approach being explored by the partners is that of anticipatory care, with an approach to early intervention focused on people at greatest risk of ill-health. The work is informed by evidence of "what works" to support people and communities to make changes to their health behaviour which they can sustain. The approach prevents ill-health through a comprehensive health & social approach which taps into community skills, builds peoples life skills confidence and problem solving skills and develops learning and employment opportunities. Evidence supports the need for this range of practical support to back up advice and information. Traditional approaches using standard intervention of brief advice and written information have limited success with people experiencing multiple health issues.

- 7.16 The underpinning principles include: focus on early intervention for the most vulnerable, promotion of joint working between local partners, empowering individuals to make healthy choices and taking a holistic approach to health.
- 7.17 Following five stakeholder events held throughout February and early March and led by Clackmannanshire Voluntary Service, the voluntary and community sector are developing support for health improvement activities which will contribute to meeting local health needs and delivering on key outcomes.

Substance Misuse

- 7.18 Alcohol misuse has been identified locally as a major issue which impacts in a myriad of ways on people's lives in Clackmannanshire. It is clearly a subset of health improvement but also has impacts on the broader community in relation to impact on quality of life resulting from alcohol related incidents in the community (vandalism, violence, road traffic accidents, accidents in the home, risk-taking behaviour). This, in turn, can impact negatively on the perceptions of potential visitors, investors and employers.
- 7.19 At a very basic level, data shows that there continues to be an association between the rate of alcohol related discharges from hospital and deprivation levels of those discharged. The alcohol related death rate among the most deprived members of society is over six times more than among the most affluent.
- 7.20 The issues of alcohol misuse, therefore, is such that the partners feel that it warrants specific targeting through Fairer Scotland (and, indeed, other resources). As such, representatives of the Community Safety Partnership, the Clackmannanshire CHP Committee and the Substance Action Team have met to develop initial proposals in relation to tackling alcohol. 3 major areas for targeted action are being more fully worked up:
- Education
 - Brief Intervention
 - Diversion.
- 7.21 This focus on alcohol does not imply that the misuse of other substances, including illegal drugs, is being overlooked by partners and there will be significant ongoing effort in this area, too, albeit potentially outwith the context of Fairer Scotland.

Employability

- 7.22 The Alliance has been actively reviewing its approach to employability and has highlighted that fragmentation of delivery of services and support to those affected by unemployment is a significant barrier to entering and sustaining employment. The issues which people present with are inter-related but the focus on addressing their needs often is not.
- 7.23 Local partner agencies share a core of clients with multiple needs who cycle through our systems. This client group may share one or more characteristics/ backgrounds, e.g. unemployment, lack of skills, no/low qualifications, offending behaviour, ill-health, misuse of alcohol.
- 7.24 The Alliance's vision is to provide co-ordinated support for these client groups through the delivery of integrated employability services. This approach recognises that there are a range of factors along a spectrum of need which can contribute to employability; the ambition is to achieve sustained employment by breaking the cycle of failure through the joined-up delivery of services to clients.
- 7.25 This approach draws significantly on, and develops further, existing good practice, including, for example, the model used in the very successful Clackmannanshire Working For Families project which has been commended by the Scottish Government.
- 7.26 Experience has shown that the children of this client group are also likely to follow the same pattern as their parents, perpetuating the cycle of failure and deprivation.
- 7.27 Our strategic programme, therefore, will include a focus on young people to:
- promote confidence and team building for vulnerable young people
 - provide enhanced and extended get ready for work programmes
 - provide healthy living support and advice.

Positive Image, Attracting People & Business

- 7.28 Detailed consideration of this local priority outcome in the context of Fairer Scotland will come subsequent to more detailed decisions on resourcing the other 3 priority outcomes.

Community Engagement in Fairer Scotland Proposals

- 7.29 A series of meetings of the lead partners has taken place and Clackmannanshire CVS has hosted a number of meetings with voluntary and community organisation to discuss the Alliance priorities and plans. Local regeneration groups which were established to support the ROA are continuing and are represented on the Clackmannanshire Alliance. Individual voluntary and community sector organisations plus representative sector groups will be fully engaged in the development of Fairer Scotland programmes in Clackmannanshire

Next Stages

- 7.30 Between the end of March and June, a process is being undertaken to develop an operational model for the programmes. This operational model will evidence:
- specific outcomes in relation to the aims of Fairer Scotland
 - specific targets and indicators
 - how the principles of the Fairer Scotland Fund are met
 - full costings
 - demonstration of connections
 - that there is no duplication of effort
 - connections to mainstream services
 - implementation arrangements
 - how clients' needs are being met in an integrated manner.
- 7.31 As an interim step in the process, a small portion of Fairer Scotland (£60k) has been allocated to a number of voluntary and community sector organisations which actively contribute to promoting employability in order that no key services are lost to clients during the transition to the new model of support. In addition, the statutory sectors are supporting a number of other groups which are currently engaged in health improvement and other relevant activities.
- 7.32 In the pages which follow, potential targets, actions and indicators relevant to the Alliance's Fairer Scotland ambitions are in bold type.

COMMUNITY PLANNING PRIORITY OUTCOME: the area has a positive image and attracts people and businesses

NATIONAL OUTCOME: we live in a Scotland that is the most attractive place for doing business in Europe, **we realise our full economic potential with more and better employment opportunities for our people, we live our lives safe from crime, disorder and danger**, we live in well-designed, sustainable places where we are able to access the amenities and services we need.

ASSOCIATED NATIONAL INDICATORS: Increase the rate of new house building, **increase the percentage of adults who rate their neighbourhood as a good place to live**

CLACKMANNANSHIRE PROFILE & TRENDS

In 2008, Clackmannanshire is a destination which is attracting people. There have been significant levels of house-building and the growth in house prices in the area was the highest in Scotland in the year 06-07.

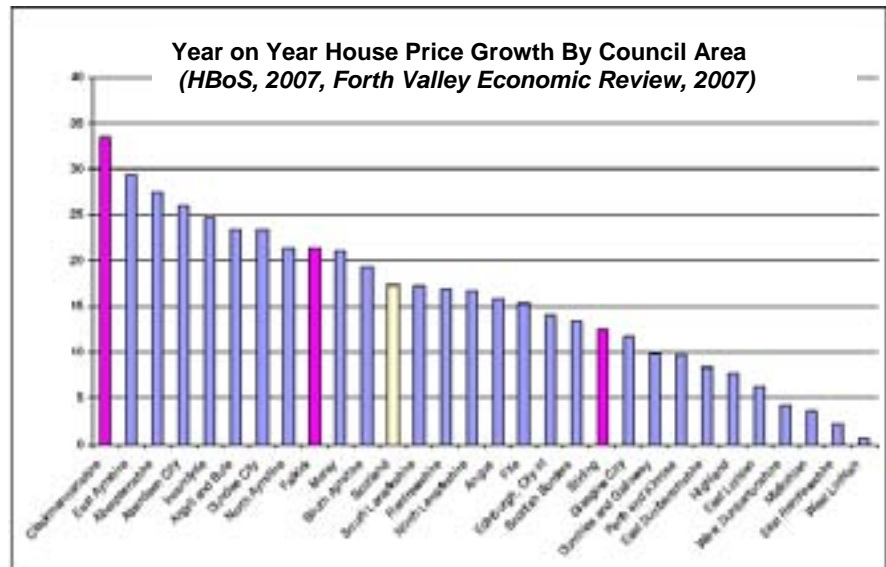
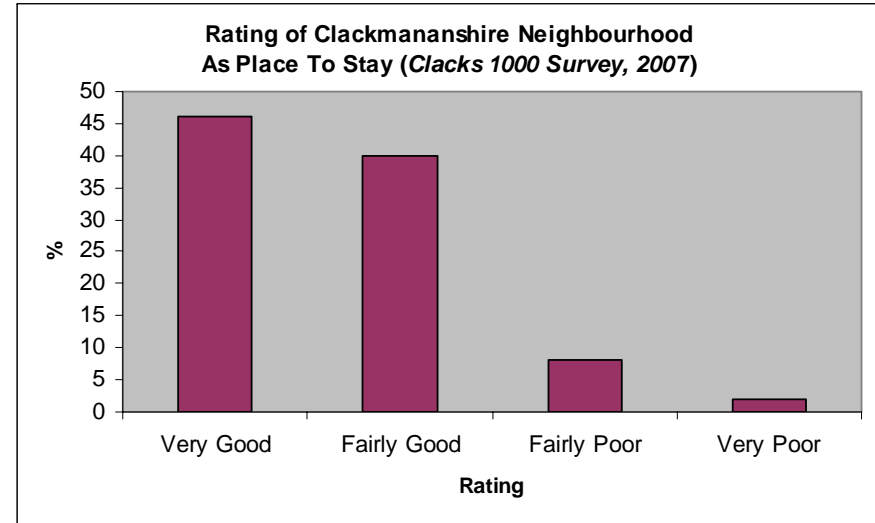
Crucial new developments in the transport infrastructure of the area, such as the re-opening of the Stirling-Alloa-Kinross rail link and the completion of the new Forth crossing will open the area up further for both business and other purposes. Clackmannanshire businesses voted in April 2008 to become Scotland's first business park Business Improvement District (BID). Covering 200 companies in ten business parks it is Scotland's first county-wide BID and the first UK business park BID to include property owners.

To respond to the needs of the existing population as well as catering for anticipated continuing demand from a wider market, The Council has deliberately pursued a policy of growth and has a target of around 4,500 new houses by 2026. The housing growth strategy should promote the continued vitality, prosperity and long term sustainability of the area.

The general positivity about Clackmannanshire in relation to demand for homes is also reflected in residents' opinions about the area as a place to live. In 2007, the Clacks 1000 survey showed that 86% of those surveyed felt that their neighbourhood was either a very or a fairly good place to stay. The partners aim to capitalise on quality of life levels in their approach to developing tourism in the area.

ASSOCIATED DOCUMENTS

1. Clackmannanshire Community Plan
2. Clackmannanshire Local Development Plan
3. Clackmannanshire Housing Strategy
4. Clackmannanshire Local Transport Strategy
5. Clackmannanshire Tourism Strategy
6. Affordable Housing Policy



Local Indicator	Frequency / Type / Source	Baseline	Local Target				LOCAL ACTIONS
			Year 1	Year 2	Year 3	Longer Term	
			Year 1	Year 2	Year 3	Longer Term	1. Promote and develop Business Improvement District 2. Support local business through the management of Business Gateway and involvement in Clackmannanshire Business 3. Implement the Clackmannanshire Tourism Strategy 4. Enhance the image of the area through positive marketing 5. Provide for affordable housing needs through the Local Plan and by close working with other housing agencies 6. Undertake a survey of the business community
% of adults who rate their neighbourhood as a good place to stay	Clacks 1000 2007	86%	88%, 90%, 92%, 95%+				
Business Start Ups	BERR 2006	90	Increase the number of VAT registered businesses year on year				
Business Survival Rates	BERR 2006	70	Decrease the number of businesses deregistering for VAT				
No. affordable housing units	Clacks Council 2008I	New target	Provision of at least an average of 80 affordable houses annually (longer term target)				
Annual new house completions	Clacks Council 2008	New target	Average 245 new house completions per year to 2026				
Proportion of non-householder planning applications dealt with within two months	Clacks Council 2007/08	73%	75% in 08-09 then year on year improvement				
Clackmannanshire total tourism revenue	STEAM 2006	£16.66m	Increase year on year				

Targets, actions and indicators in bold are those which relate most directly to the Alliance's Fairer Scotland priorities.



COMMUNITY PLANNING PRIORITY OUTCOME: the area has a positive image and attracts people and businesses

NATIONAL ACTIONS

In order to assist Clackmannanshire Council and its partner achieve its aim of attracting businesses and people to the area, positive actions at national level would include:

- a) assist develop Clackmannanshire's capacity to develop tourism
- b) assist in exploring the economic potential of the River Forth
- c) continue support for small business provision and the Business Improvement Districts
- d) re-trunk the A908, A977 & A91
- e) consider Clackmannanshire as a location should central government functions be relocated

COMMUNITY PLANNING PRIORITY OUTCOME: our communities are more cohesive and inclusive

NATIONAL OUTCOME: we have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others, we have tackled the significant inequalities in Scottish society, we take pride in a strong, fair and inclusive national identity

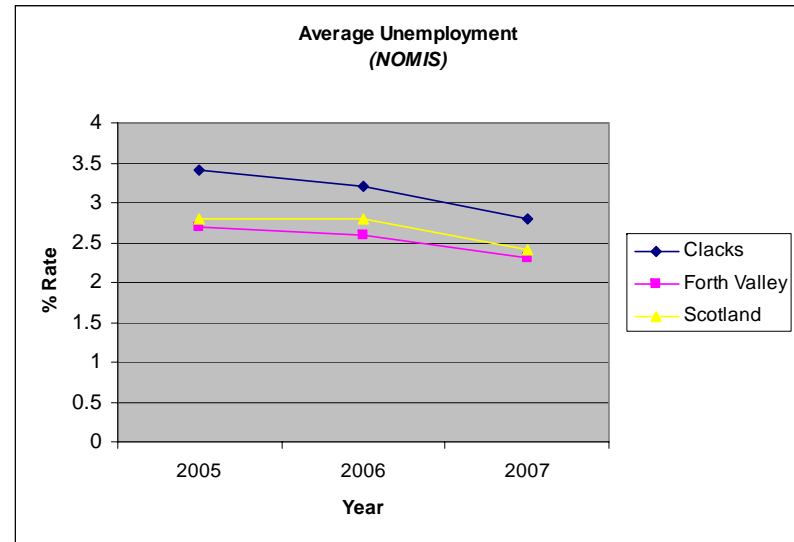
ASSOCIATED NATIONAL INDICATORS: Decrease the proportion of individuals living in poverty

CLACKMANNANSHIRE PROFILE & TRENDS

Clackmannanshire (Clacks) - population 48,900 - continues to experience high levels of deprivation. Although significant progress has been made to improve the economic & social conditions within Clacks over recent years, pockets of poverty & deprivation continue to exist. The % of the Clacks' working age population which is economically active is lower than the Forth Valley (FV) and Scottish averages and unemployment rates are higher in Clackmannanshire. Youth unemployment is a particular problem for Clackmannanshire and this is discussed in more detail in relation to the priority outcome relating to skills development, training and employment.

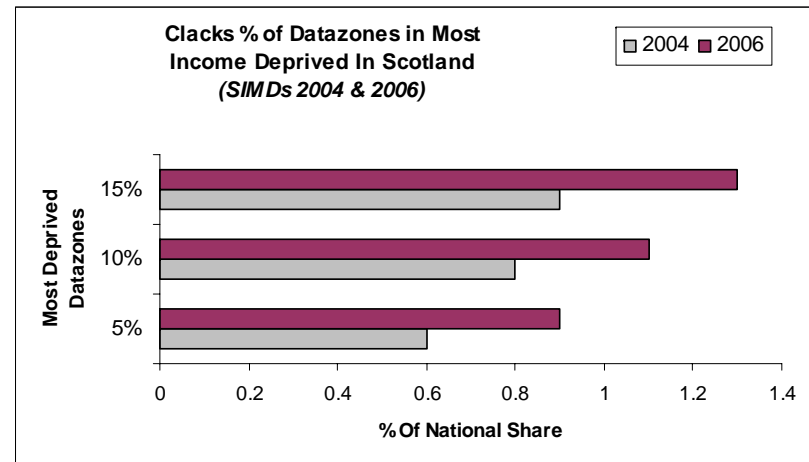
Through its Economic Development Strategy, the partners in Clackmannanshire aim to build enterprise and skills. Clackmannanshire is one of a small number of areas in Scotland which is a pathfinder Business Improvement District.

The partnership has also agreed a strategic approach to employability and will be supporting this through the Fairer Scotland Fund.



ASSOCIATED DOCUMENTS

1. Building Clackmannanshire
2. Clackmannanshire Development Plan
3. Integrated Children's Services Plan
3. Local Authority Statement of Improvement Objectives 2007-2010
5. Fuel Poverty Strategy
6. Clackmannanshire Council Equalities Scheme



Local Indicator	Frequency / Type / Source	Baseline	Local Target				ACTIONS
			Year 1	Year 2	Year 3	Longer Term	
							1. Implement the partnership approach to employability in Clackmannanshire 2. Encourage uptake of entitlements and access to services 3. Improve quality of housing stock 4. Take a proactive approach to supporting people in debt 5. Implementation of Council Fuel Poverty Strategy
% Clackmannanshire datazones in most income deprived in Scotland (5%-15%)	SIMDs 2006	% Clacks d'zones in 5% most income deprived in Scotland = 3.1 % in 10% most income deprived in Scotland = 14.1 % in 15% most income deprived in Scotland = 23.4	Reduce proportion in longer term				
% Working Age people who are economically active	Source NOMIS Annual Population Survey 2006/2007	78%	Increase % year on year				
% Employment Rate (of those able)	Source NOMIS Annual Population Survey 2006/2007	73%	Increase % year on year				
Income Support Claimants as % of total population aged 16-59	Source NOMIS May 2007	8.0% (8 th highest nationally)	Improve ranking in national terms				
Housing achieving the Scottish Housing Quality Standard (Council stock)	Housing Services	TBD*	80% of Social Housing in Clackmannanshire meeting the Scottish Housing Quality Standard by 2011 (Council stock)				

*Amendments to data collection will mean new baseline will be established later in the year.

Targets, actions and indicators in bold are those which relate most directly to the Alliance's Fairer Scotland priorities.



COMMUNITY PLANNING PRIORITY OUTCOME: our communities are more cohesive and inclusive

NATIONAL ACTIONS

In order to assist Clackmannanshire Council and its partner achieve its aim of having more cohesive and inclusive communities, positive actions at national level would include:

- a) review the distribution of GAE to better reflect relative levels of deprivation as determined in the SIMDs
- b) recognise and tackle deprivation in semi-rural areas as well as cities and super-sparsity areas
- c) investigate future assistance measures for social enterprises.

COMMUNITY PLANNING PRIORITY OUTCOME: : people are better skilled, trained and ready for learning and employment

NATIONAL OUTCOME: we realise our full potential with more and better employment opportunities for our people; our young people are successful learners, confident individuals, effective contributors and responsible citizens, our children have the best start in life and are ready to succeed; we are better educated, more skilled and more successful, renowned for our research and innovation, we live in a Scotland that is the most attractive place for doing business in Europe

ASSOCIATED NATIONAL INDICATORS: increase the proportion of school leavers in positive and sustained destinations, reduce number of working age people with severe literacy and numeracy problems

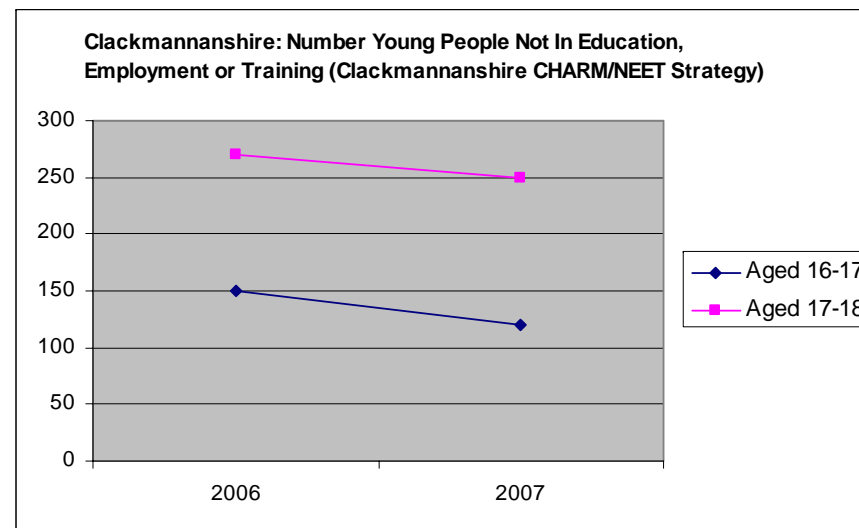
CLACKMANNANSHIRE PROFILE & TRENDS

In 2006, Clackmannanshire was identified by the then 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. These areas were identified on the basis of a number of statistical indicators including, school leaver destinations, number of young people claiming various forms of benefit, youth unemployment rates, etc.

The Council and its partners developed a NEET/Charm Strategy at the start of 2007 and there are already positive results from this, with % reduction in young people in the 16 - 19 age group in Clackmannanshire not in education, employment or training.

Overall attainment of young people in Clackmannanshire in primary and secondary schools has been increasingly steadily in recent years. However, there are still significant challenges around adult literacies and adult employability (as already described in this document).

The proportion of working age adults with higher level qualifications is the lowest in Forth Valley and below the Scottish average.



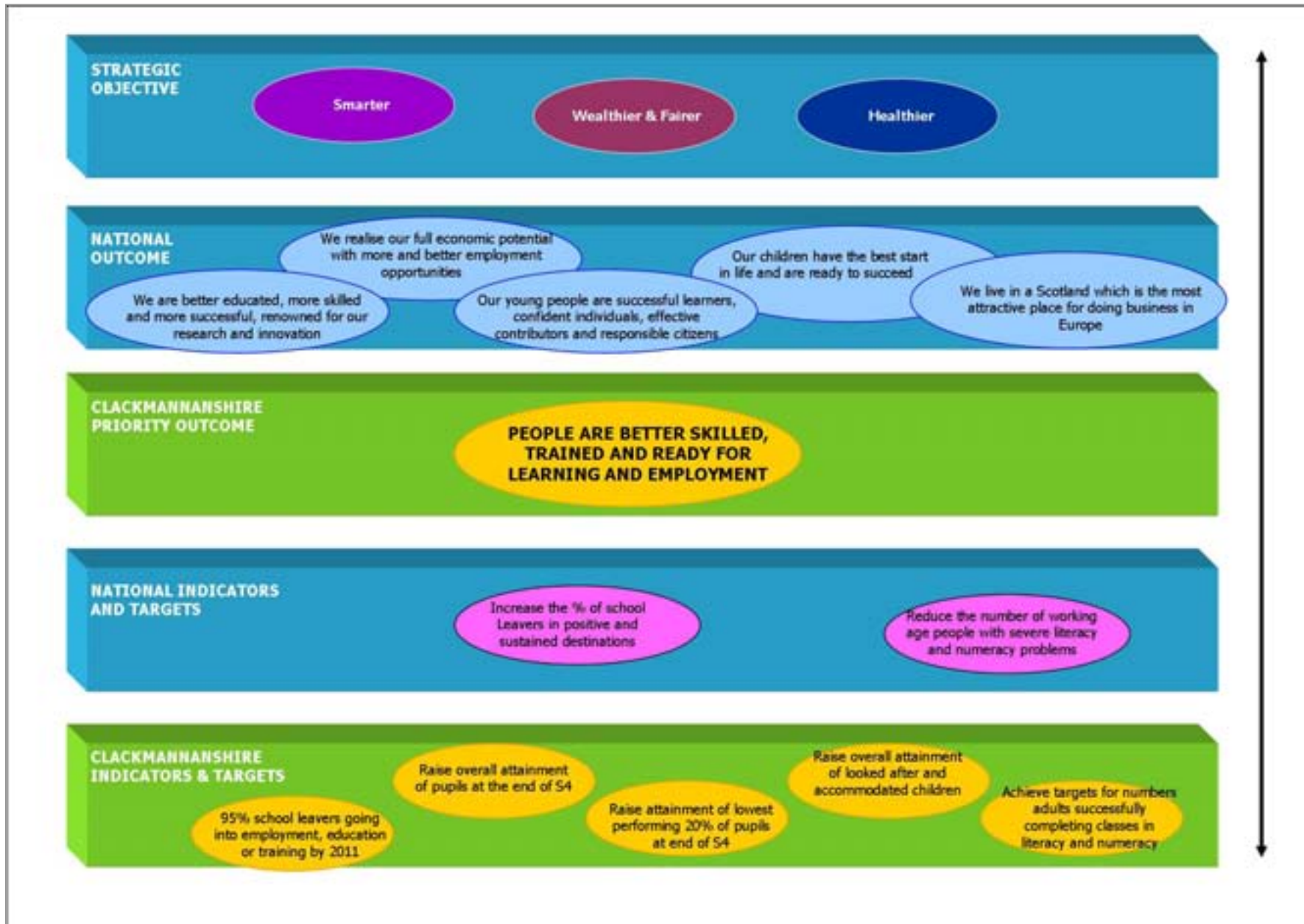
ASSOCIATED DOCUMENTS

1. Clackmannanshire More Choices, More Chances Strategy
2. Clackmannanshire Economic Development Strategy
3. Integrated Children's Services Plan 2005-2008
4. Local Authority Statement of Improvement Objectives 2007-10
5. Clackmannanshire Community Learning & Development Strategy
6. 2008/11 Local Adult Literacy & Numeracy Strategic Plan



Local Indicator	Frequency / Type / Source	Baseline	Local Target				LOCAL ACTIONS
			Year 1	Year 2	Year 3	Longer Term	
Proportion of school leavers going into employment, education or training	Clackmannanshire NEET/Charm School Leavers Destination 2006/07	89%	Increase				1. Develop locally an infrastructure which will provide enhanced employment, training and educational opportunities for young people; it will increase the range of options available post-16 2. Increase the range of options available pre-16 and improve school-based education generally 3. Extend and enhance provision in S5 and S6 to encourage more pupils to stay on at school. 4. Develop and extend coaching, mentoring and after-care support services and improve the management of transitions for young people 5. Implement a Curriculum for Excellence 6. Raising Standards of Literacy and Numeracy through Community based lifelong learning opportunities
Overall attainment levels of pupils at the end of S4; % of pupils attaining 5+ awards at Level 4 or better	SQA Annually	70%	75% by 2009 78% by 2010 81% by 2011				
Attainment of the lowest performing 20% of pupils at the end of S4	SQA Annually	45	Average tariff score 62 at the end of 08-09 Average tariff score of 70 at the end of 09-10 Average tariff score of not less than 70 at the end of 2010-11				
Overall levels of achievement of looked after children	CLASS Survey	50%	95% looked after and accommodated children attain at least an SCQF Level 3 award in English and Mathematics at the end of S4				
Number of adults successfully completing classes for improving literacy and numeracy	Clacks Adult Literacy & Numeracy Strategic Plan 08-11	400	440 in 09-10 480 in 10-11				

Targets, actions and indicators in bold are those which relate most directly to the Alliance's Fairer Scotland priorities.



COMMUNITY PLANNING PRIORITY OUTCOME: people are better skilled, trained and ready for learning and employment

NATIONAL ACTIONS

In order to assist Clackmannanshire Council and its partner achieve its aim of people being better skilled, trained and ready for learning and employment, positive actions at national level would include:

- a) support the National Apprenticeship Scheme
- b) raise the profile of trades as an avenue of employment
- c) develop alternative measures of attainment and achievement
- d) accelerate the development of A Curriculum for Excellence

COMMUNITY PLANNING PRIORITY OUTCOME: our communities are safer

NATIONAL OUTCOMES: we live our lives safe from crime, disorder and danger, we live in well-designed, sustainable places where we are able to access the amenities and services we need, our young people are successful learners, confident individuals, effective contributors and responsible citizens, we live in a Scotland that is the most attractive place for doing business in Europe.

ASSOCIATED NATIONAL INDICATORS: Increase the positive public perception of the general crime rate in the local area

CLACKMANNANSHIRE PROFILE & TRENDS

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

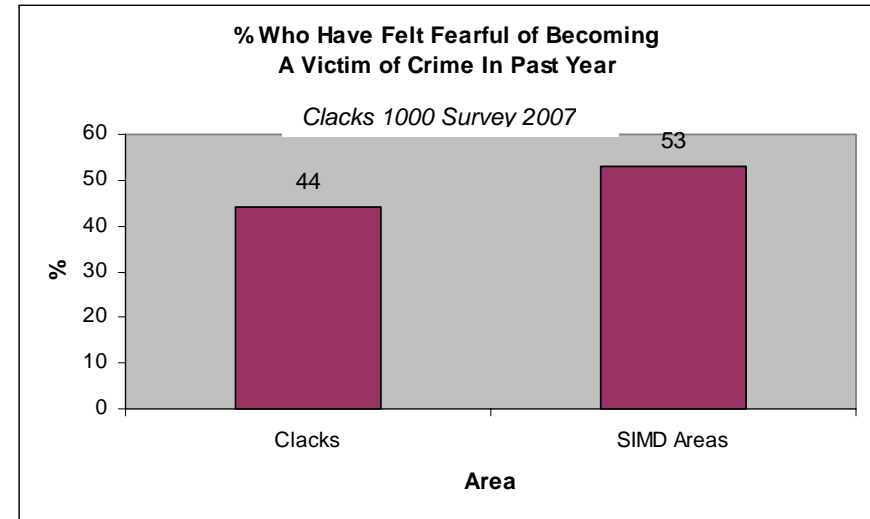
Measured by the Scottish Indices of Multiple Deprivation, 2006, Clackmannanshire has the 5th lowest share (of 32 authorities) of datazones in the worst 15% in Scotland for crime. In tandem with this, Clackmannanshire has among the highest crime clear up rates of 32 Scottish local authorities. However, on the negative side, Clackmannanshire experienced a crime rate of 1009 per 10,000 population whereas the force area of Central Scotland Police as a whole experienced a crime rate of 741 per 10,000. So while relative to Scotland as a whole Clackmannanshire is safe, there does exist more crime incidence than adjacent areas and there is significant public concern about crime and general safety. Indeed, the tackling crime and the fear of crime was the single biggest priority emerging from the most recent Clacks 1000 survey.

The Community Safety Partnership in Clackmannanshire has recently reviewed its strategy in light of this and has prioritised the following issues for action, following a comprehensive Community Safety Strategic Assessment:

- Alcohol
- Fear of crime and perception of crime
- Group disorder
- Vandalism
- Violence against women
- Drugs

ASSOCIATED DOCUMENTS

1. Clackmannanshire Community Safety Strategic Assessment
2. Clackmannanshire Community Safety & Antisocial Behaviour Strategy
3. Central Scotland Police Strategic Plan 2008-11

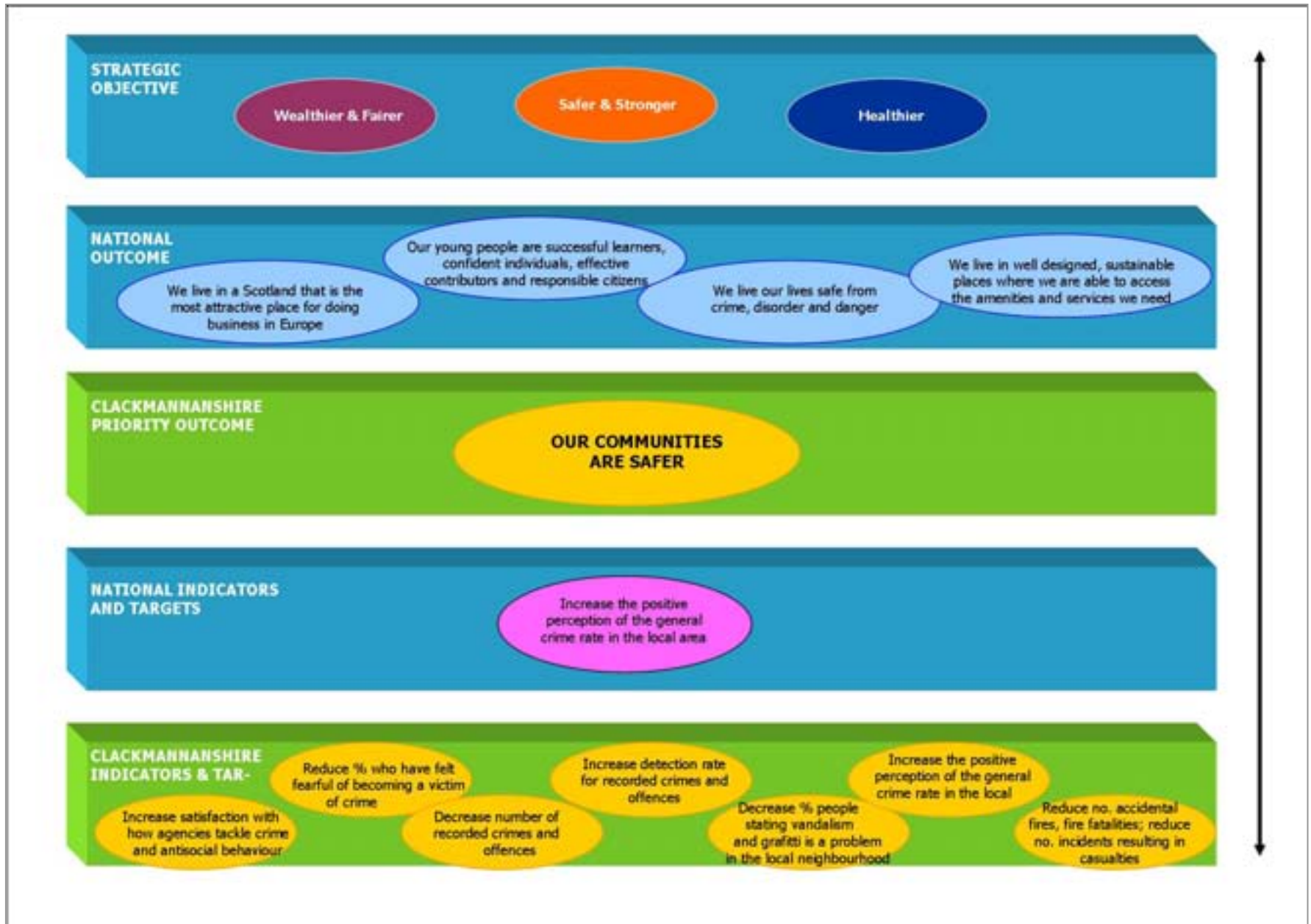


Crime Groups

- 1 - Crimes of violence which includes murder, attempted murder, serious assault, robbery and assault with intent to rob, cruelty to children and threats and extortion
- 2 - Crimes of indecency which includes rape, indecent assault, lewd and libidinous practices
- 3 - Crimes of dishonesty which includes thefts (housebreaking or opening lockfast places), thefts of and from motor vehicles and fraud
- 4 - Vandalism, fire-raising and malicious conduct which includes vandalism, malicious mischief, fire-raising and reckless conduct
- 5 - Other crimes which includes all drugs offences, bail offences and crimes against justice such as perjury

Local Indicator	Frequency / Type / Source	Baseline	Local Target				LOCAL ACTIONS
			Year 1	Year 2	Year 3	Longer Term	
			Year 1	Year 2	Year 3	Longer Term	<p>1. Publish revised community safety and antisocial behaviour strategy and develop and implement an action plan based on the identified priorities</p> <p>2. Work in partnership to fulfil statutory obligations and tackle community safety and antisocial behaviour issues</p> <p>3. Develop the Community Safety Partnerships contribution to the achievement of the community planning outcomes.</p> <p>4. Improve education and awareness for fire safety, with a particular focus on younger and older people and other vulnerable groups.</p>
Level of satisfaction with how local agencies are tackling crime and antisocial behaviour	Clacks 1000 2 yearly	31% in 2007	Increase to 35%				
% of people who have felt fearful of becoming a victim of crime in the previous year	Clacks 1000, 2007 2 yearly	Clacks 44% SIMD Areas 53%	Decrease to 40% & 45%				
Number of recorded crimes and offences (Groups 1-5)	Central Scotland Police	07/08					
- Total Groups 1-5		4573	Decrease				
- Group 1		119	Decrease				
- Group 2		81	Decrease				
- Group 3		1541	Decrease				
- Group 4		1487	Decrease				
- Group 5		1345	Decrease				
Detection rate for recorded crimes and offences (Groups 1-5)	Central Scotland Police	07/08					
- Total Groups 1-5		68%	Increase				
- Group 1		93%	Increase				
- Group 2		94%	Increase				
- Group 3		59%	Increase				
- Group 4		44%	Increase				
- Group 5		99%	Increase				
% residents who state vandalism or graffiti is a problem in the local neighbourhood	Clacks 1000 2007	38%	Decrease				
Increase the positive public perception of the general crime rate	Scottish Crime & Victimisation Survey	42.7% say there is more crime than 2 years ago	Decrease to 38%				
Number of accidental dwelling fires	CSF&RS, Annual, 2007	8.75 per 10000 pop	Reduce				
Number of accidental fire fatalities	CSF&RS, Annual, 2007	0.09 per 10000 pop	Reduce				
Number of incidents resulting in casualties	CSF&RS, Annual, 2007	1.25 per 10000 pop	Reduce				

Targets, actions and indicators in bold are those which relate most directly to the Alliance's Fairer Scotland priorities.



COMMUNITY PLANNING PRIORITY OUTCOME: our communities are safer

NATIONAL ACTIONS

In order to assist Clackmannanshire Council and its partner achieve its aim of having safer communities, positive actions at national level would include:

- a) put out positive messages about communities and young people (national campaign)
- b) broaden the existing scope for community restitution activities in public service
- c) support the development of community service projects
- d) put in place a national scheme for community restitution service, including for young offenders
- e) improve national initiatives in tackling drug and alcohol dependence

COMMUNITY PLANNING PRIORITY OUTCOME: vulnerable people and families are supported

NATIONAL OUTCOME: we have tackled significant inequalities in Scottish society, our children have the best start in life and are ready to succeed, we live longer, healthier lives, we have improved the life chances for children, young people and families at risk.

ASSOCIATED NATIONAL INDICATORS: all unintentionally homeless people will be entitled to settled accommodation by 2012; increase the overall proportion of child protection committees receiving positive reports, % of people 65+ with high levels of care needs who are cared for at home; Reduce proportion of people 65+ admitted as emergency inpatients 2 or more times in a single year

CLACKMANNANSHIRE PROFILE & TRENDS

In an inspection report published in 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

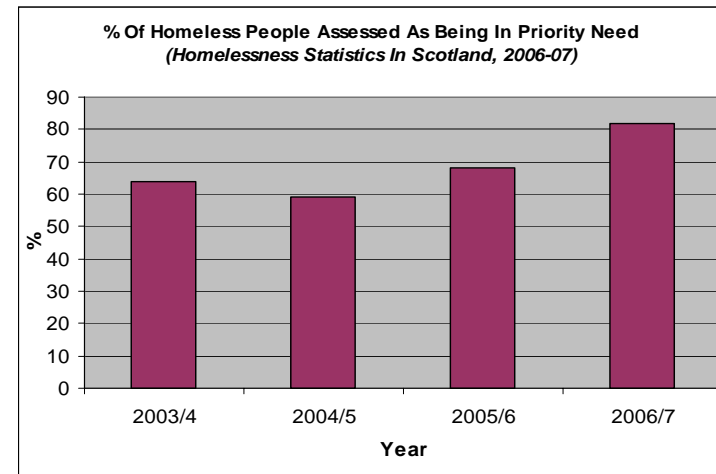
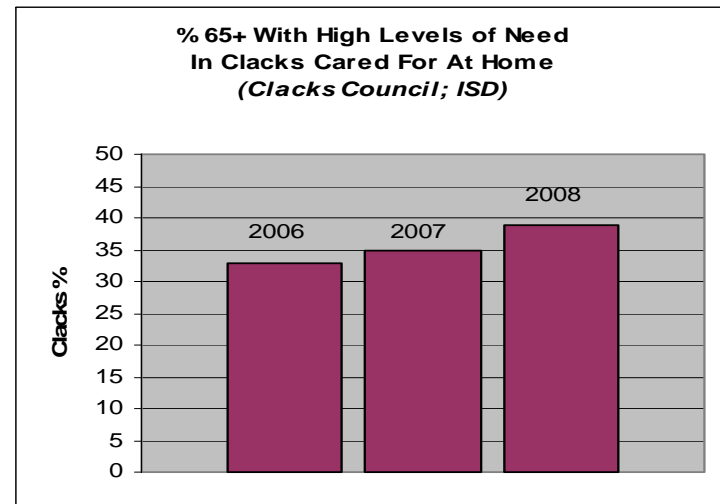
In 2006-07, Clackmannanshire had the highest child protection referral rate in Scotland and the highest rate of referrals to the Children’s Hearing system on the grounds of care and welfare. A joint inspection of services to protect children and young people in 2008 identified areas of strength and weakness in inter agency child protection practice. The Clackmannanshire Child Protection Committee is already taking forward improvement actions. . In response to current legislation on the support and protection of vulnerable adults, arrangements are also being put in place to identify risk, to formulate local procedures and to set up an Adult Protection Committee structure.

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 strength in a recent inspection.

Clackmannanshire Council is committed to the promotion of community inclusion and involvement of people whose lives are affected by age, illness, addiction or disability, raising awareness, reducing stigma and improving access to services.

ASSOCIATED DOCUMENTS

1. Clackmannanshire Joint Homeless Strategy 04-09
2. Clackmannanshire Supporting People Strategy 07-10
3. Clackmannanshire Local Housing Strategy 04-09
4. Clackmannanshire Joint Health Improvement Strategy
5. Integrated Children’s Services Plan
6. Joint Community Care Plan



Local Indicator	Frequency / Type / Source	Baseline	Local Target				LOCAL ACTIONS
			Year 1	Year 2	Year 3	Longer Term	
Proportion homeless people maintaining their tenancy for at least 12 months	Housing Service	99%	Maintain the high level of re-housing arrangements which are sustained.				1. Improve the assessment of wider support needs through better information sharing and fast track routing to specialist assessment services 2. Extend the range of housing opportunities for those who are homeless or at risk of homelessness. 3. Develop a multi-agency commissioning mechanism as gateway to the full range of support services required by homeless/potentially homeless people 4. Prepare new integrated Children's Services Plan 5. Improve multi-agency child protection guidelines and procedures 6. Support for parents to improve the lives of their children 7. Continue to roll out a multi-agency approach with the single referral pathway.
Average time homeless people spend in temporary accommodation.	Housing Service	101 days 07-08	Reduce				
Community Care referral responses within priority target times	Community Care Statistics	56%	Increase				
People with hospital discharge delayed over 6 weeks	Community Care Statistics	0	Maintain at zero				
% of children seen by supervising officer within 15 working days	Child Care Statistics	67%	100%				
% of people 65+ with high levels of care needs who are cared for at home	Scottish Gov H1 returns	39% March 2008	Maintain above national average target of 30%				
Timeframes met for initial appointments to mental health services	Council/NHS FV	84% May 2008	88%				

Targets, actions and indicators in bold are those which relate most directly to the Alliance's Fairer Scotland priorities.



COMMUNITY PLANNING PRIORITY OUTCOME: vulnerable people and families are supported

NATIONAL ACTIONS

In order to assist Clackmannanshire Council and its partner achieve its aim of vulnerable people and families being supported, positive actions at national level would include:

- a) adopt a national approach to secure accommodation and special needs accommodation for children
- b) review national framework for fostering.

COMMUNITY PLANNING PRIORITY OUTCOME: Substance misuse and its effects are reduced

NATIONAL OUTCOME: we live longer, healthier lives, we have improved the life chance chances for children, young people and families at risk, we live our lives safe from crime, disorder and danger, we have strong, resilient communities where people take responsibility for their own actions and how they affect others

ASSOCIATED NATIONAL INDICATORS: : reduce alcohol related hospital admissions by 2011; decrease the estimated number of problem drug users by 2011

CLACKMANNANSHIRE PROFILE & TRENDS

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:

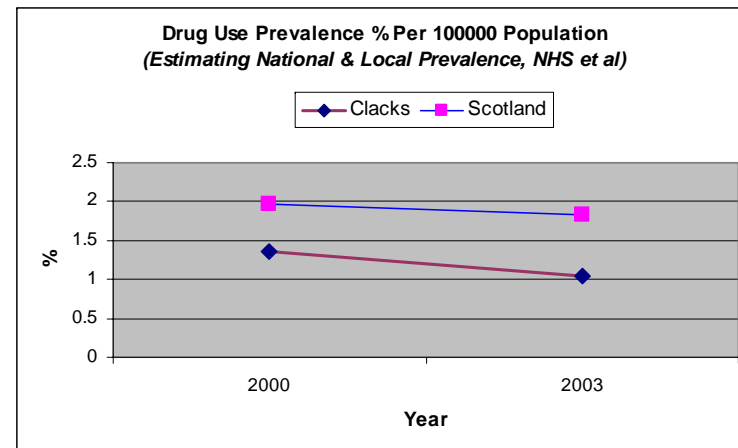
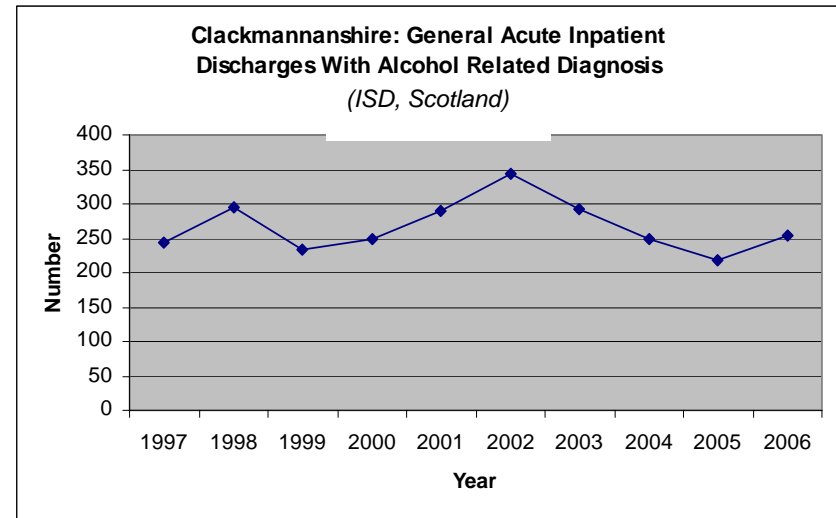
- the abuse of alcohol by young people, which has been identified as playing a significant part in youth disorder.
- alcohol being one of the primary causes of violence, disorder and other antisocial behaviour (such as vandalism)
- heroin, cocaine, valium and cannabis as the main substances that are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

Given the impact of substance misuse on employability and poverty, the Alliance has agreed that a programme of action should be developed under the Fairer Scotland Fund to tackle the issue in Clackmannanshire,

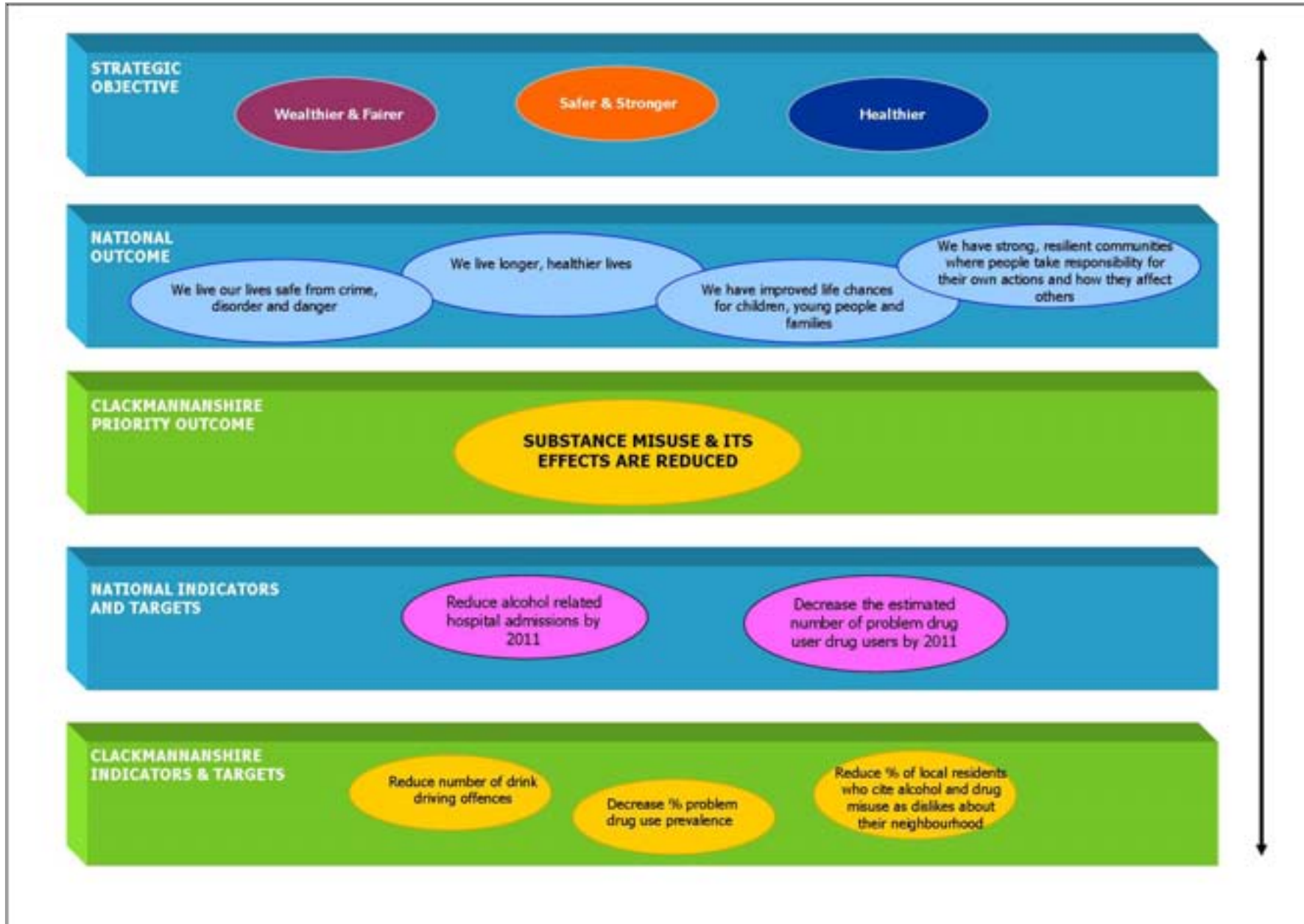
ASSOCIATED DOCUMENTS

1. Clackmannanshire Joint Health Improvement Plan
2. Forth Valley Substance Action Team Corporate Action Plan
3. Plan For Action On Alcohol 2007
4. Clackmannanshire Community Safety Strategy 2008-11
5. Community Safety Strategic Assessment
6. Integrated Children's Services Plan
7. Mental Health Strategy



Local Indicator	Frequency / Type / Source	Baseline	Local Target				LOCAL ACTIONS
			Year 1	Year 2	Year 3	Longer Term	
% of local residents surveyed who cite alcohol abuse and drug abuse/dealing as dislikes about their neighbourhood	Clacks 1000 2006 First Survey	Regeneration Areas – 55% Clacks Overall Alcohol – 38% Drug Abuse/dealing – 33%	Reduce % of local residents surveyed who cite alcohol and drug misuse as dislike about their neighbourhood.				<p>1. Peer support for young people and drug awareness training for young people</p> <p>2. training programme for parents and family members affected by substance misuse</p> <p>3. Establish a more coordinated approach to diversionary activities for young people.</p> <p>4. Consideration of multi-agency brief intervention training to provide early and accessible support for harmful drinking patterns.</p> <p>5. Whole population education and awareness raising.</p> <p>6. Reduce harm to children affected by substance misusing parents/carers through improved multi agency support to parents and children</p>
No. drink driving offences	Scottish Government Justice Department	134 2006-07	Reduce number				
Problem drug use prevalence rate	January 2005, Estimating the National & Local Prevalence of Drug Misuse in Scotland	1.05% 2003	Decrease from 2003 levels and below Scottish average				

Targets, actions and indicators in bold are those which relate most directly to the Alliance's Fairer Scotland priorities.



COMMUNITY PLANNING PRIORITY OUTCOME: substance misuse and its effects are reduced

NATIONAL ACTIONS

In order to assist Clackmannanshire Council and its partner achieve its aim of reducing substance misuse and its effects, positive actions at national level would include:

- a) mandatory removal of licence for shops repeatedly selling to/buying for underage drinkers and underage smokers
- b) evaluation of advertising campaigns, SATs and other bodies and redirect resources to frontline counselling, especially in relation to young people
- c) use additional resources for rehabilitation
- d) promote wider understanding of the nature of addiction
- e) consider Clackmannanshire as an area to explore innovative projects in relation to pilot legislation.

COMMUNITY PLANNING PRIORITY OUTCOME: health is improving and health inequalities are reducing

NATIONAL OUTCOMES: we live longer, healthier lives, we have tackled the significant inequalities in Scottish society, our children have the best start in life and are ready to succeed, we have improved the life chances for children, young people and families at risk.

ASSOCIATED NATIONAL INDICATORS: increase healthy life expectancy at birth in the most deprived areas, reduce mortality from coronary heart disease among the under 75s in deprived areas, 60% of children in P1 will have no signs of dental disease

CLACKMANNANSHIRE CONTEXT & TRENDS

Clackmannanshire has the lowest life expectancy in Forth Valley and is below average with respect to Scotland. Health inequalities in Clackmannanshire is the single key priority which unites the CHP and its key partners, the Council, the Clackmannanshire Voluntary Services, the Public Partnership Forum, and Community Planning partners. Clackmannanshire continues to have the highest death rate in Forth Valley for cancer, heart disease and stroke.

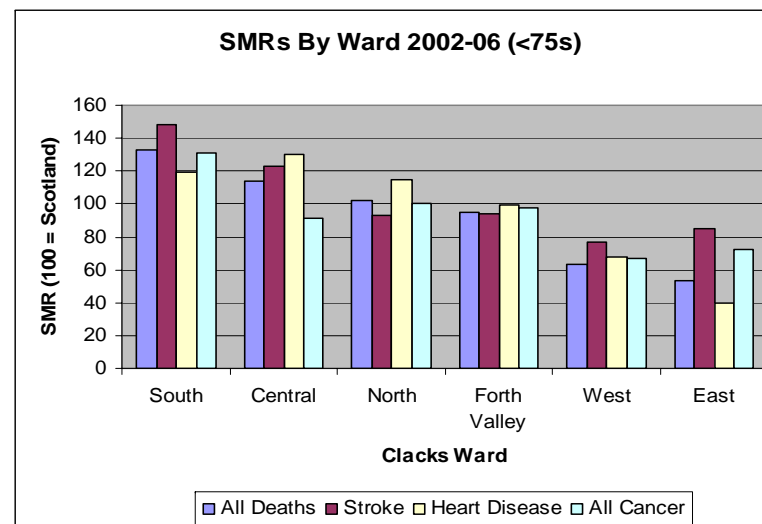
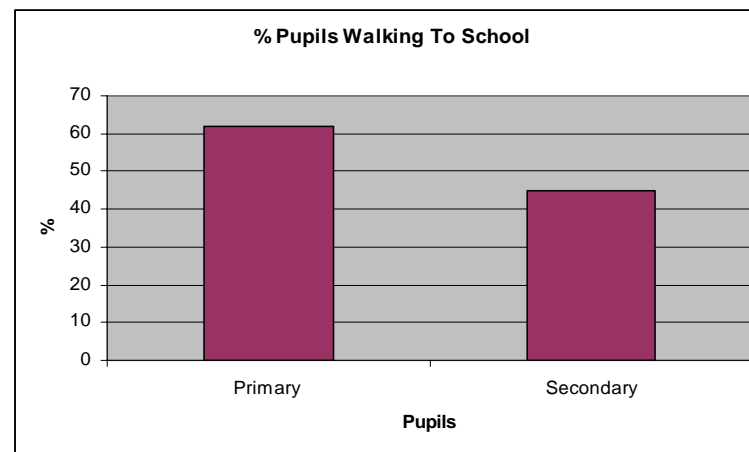
There is a key challenge to support people to look after their health to prevent the onset of illness and disease. Lifestyle factors are major contributors to ill-health. Key action areas for the partnership collectively are:

- sexual health
- health and homelessness
- anticipatory care
- parenting
- alcohol
- obesity
- economic impact of and environmental influences on poor health
- domestic abuse
- fuel poverty

Given the relationship between poor health, employability and poverty, the Alliance has agreed that a programme of action should be developed under the Fairer Scotland Fund to promote health improvement in Clackmannanshire,

ASSOCIATED DOCUMENTS

1. Clackmannanshire Joint Health Improvement Plan 2007-10
2. Forth Valley Local Health Plan
3. Joint Community Care Plan
4. Integrated Children's Services Plan
5. Forth Valley Substance Action Team Corporate Action Plan
6. Health & Homelessness Strategy
7. Mental Health Delivery Plan



Local Indicator	Frequency / Type / Source	Baseline	Local Target				LOCAL ACTIONS
			Year 1	Year 2	Year 3	Longer Term	
			Year 1	Year 2	Year 3	Longer Term	1. Develop an anticipatory care approach to support people at greatest risk of ill health 2. Use early intervention to support young people at risk 3. Increase young people's access to sporting activities
% adults smoking	Scottish Household Survey 2005/2006	29% 2005/2006 data	Reduce rate of smoking among adults to 22%				
Rate of adult physical activity	Clacks 1000 Health and Wellbeing in Clackmannanshire February 2007	48% exercise for 30 minutes 5 times a week	50% of adults accumulating a minimum of 30 minutes per day of physical activity on 5 or more days per week				
Levels of engagement in PE in schools	Clacks Council	90 minutes primary 100 minutes secondary	All pupils in primary and secondary schools experience at least 120 minutes per week of a quality experience of taught PE				
Proportion children walking and cycling to school - primary walking - primary cycling - secondary walking - secondary cycling	Transport Survey	62% 0.75% 45% 1%	Increase to 65% by 2009 Increase to 2% by 2009 Increase to 50% by 2009 Increase to 2% by 2009				
Reduce health inequalities in Clacks	SIMDs 2006	Various	Reduce inequalities by increasing the rate of improvement for the most deprived communities by 15% across a range of indicators including cancer and coronary heart disease,				
Teenage pregnancy rates	ISD 2005	64 per 1000 15-19 year old	Decrease pregnancy rate per by 20%				

Targets, actions and indicators in bold are those which relate most directly to the Alliance's Fairer Scotland priorities.



COMMUNITY PLANNING PRIORITY OUTCOME: health is improving and health inequalities are reducing

NATIONAL ACTIONS

In order to assist Clackmannanshire Council and its partner achieve its aim of improving health and reducing health inequalities, positive actions at national level would include:

- a) target resources to front line smoking cessation for under 18s
- b) consider legislative support for Getting It Right For Every Child
- c) promote drive for healthy lifestyles in a more targeted fashion
- d) promote availability of healthy food to combat childhood obesity
- e) review approach to sex education to ensure its most effective delivery.

COMMUNITY PLANNING PRIORITY OUTCOME: the environment is protected and enhanced for all

NATIONAL OUTCOME: we live in well-designed, sustainable places where we are able to access the amenities and services we need, we reduce the local and global environmental impact of our consumption and production, we value and enjoy our built and natural environment and protect it and enhance it for future generations.

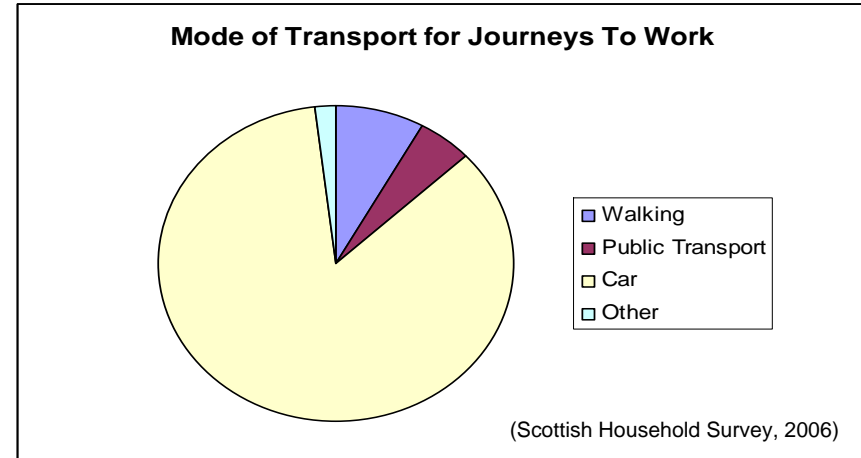
ASSOCIATED NATIONAL INDICATORS: reduce overall ecological footprint, increase the proportion of journeys to work made by public or active transport, reduce waste sent to landfill, increase the proportion of protected nature sites in a favourable condition, increase the tonnes of biodegradable waste sent to landfill

CLACKMANNANSHIRE PROFILE & TRENDS

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.

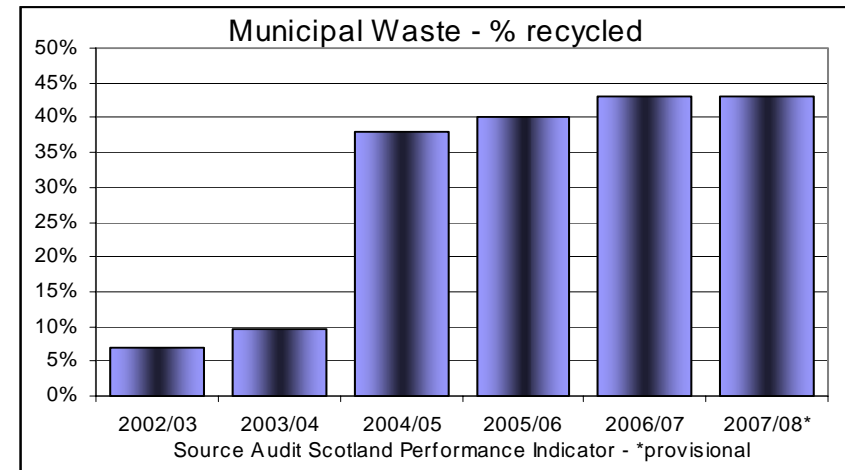
The council has done a lot over the years to improve Clackmannanshire’s environmental sustainability and its own environmental performance, for example, for a number of years we have been the best performer in Scotland for recycling. However, much more needs to be done to combat the effects of climate change and to ensure that our activities are sustainable.

The council has a key role to play in ensuring our environment is protected and enhanced for the enjoyment of all, for this generation and future generations.

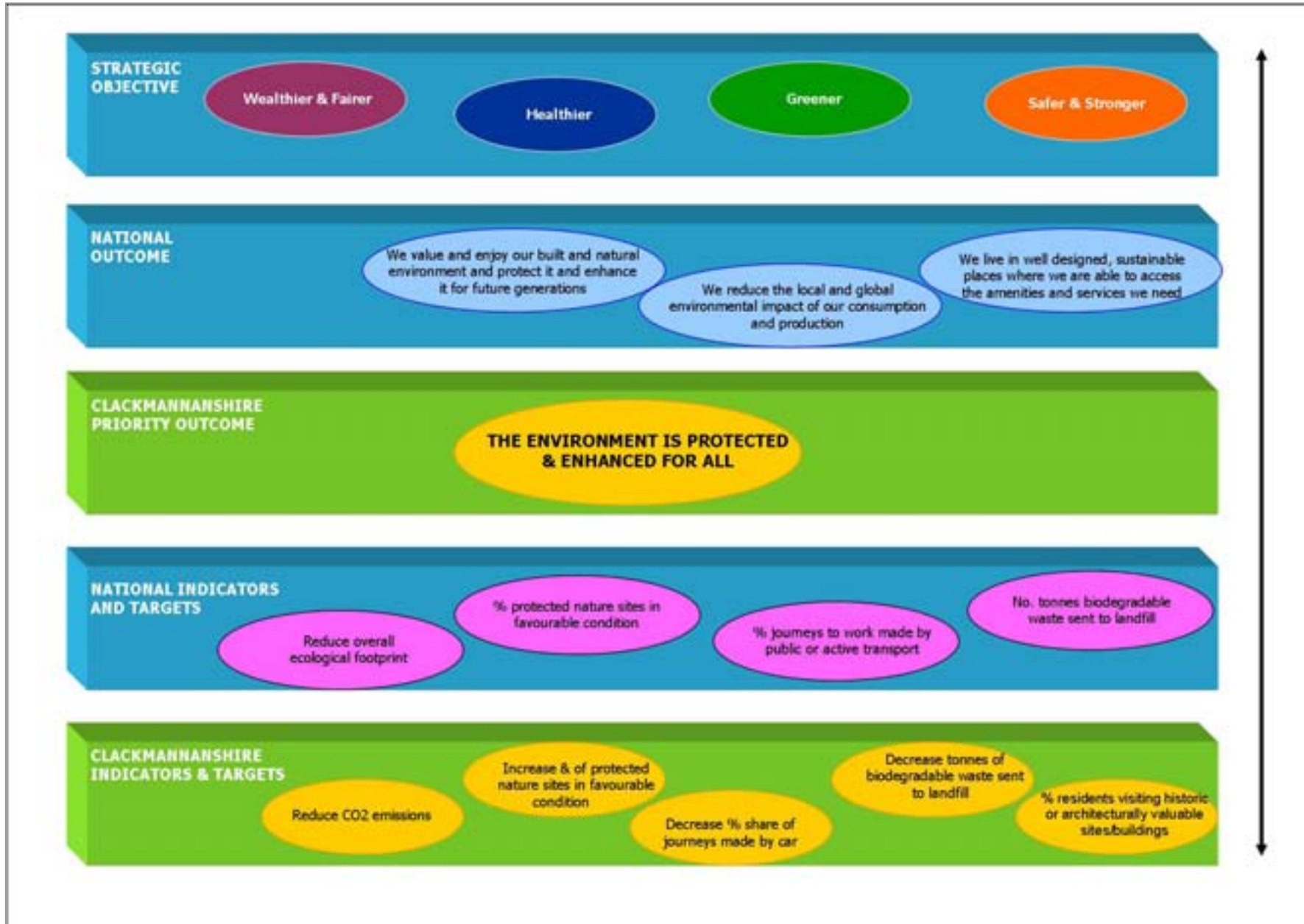


ASSOCIATED DOCUMENTS

1. Clackmannanshire Development Plan
2. Clackmannanshire Local Transport Strategy
3. Forth Valley Area Waste Plan
4. Clackmannanshire Biodiversity Action Plan
5. Schools Travel Plan
6. Clackmannanshire Breeding Birds Atlas
7. Buildings At Risk Register



Local Indicator	Frequency / Type / Source	Baseline	Local Target	LOCAL ACTIONS
Council's annual CO2 emissions	LACM	52,753	51170 tonnes in 2009-10 44840 in 2012	1. Protect and enhance the diversity and distinctiveness of the natural and built environment of Clackmannanshire. 2. Create quality environments now and for the benefit of future generations. 3. Adopt a precautionary approach where there is uncertainty about the ability of the environment to accommodate change. 4. Implement Carbon Management Strategy
Proportion of protected nature sites in a favourable condition	SNH Trend Data	74%	Increase to 95% by 2010-11	
Share of journeys made by: - foot - cycle - public transport - car	Scottish Household Survey 2006	8% 0% 5% 85%	Increase to 12% by 2010 Increase to 1% by 2010 Increase to 10% by 2010 Decrease to 75% by 2010	
Number tonnes of biodegradable waste sent to landfill	Landfill Data (SEPA)	14,221	2008/09 - 14,249 2009/10 - 13,574	
% residents visiting historic or architecturally valuable sites/buildings	Clacks 1000 2008 Survey	39%	Increase year on year	



COMMUNITY PLANNING PRIORITY OUTCOME: the environment is protected and enhanced for all

NATIONAL ACTIONS

In order to assist Clackmannanshire Council and its partner achieve its aim of protecting and enhancing the environment for all, positive actions at national level would include:

- a) timeous consideration and approval of the Strategic Outline Case for Waste Management
- b) better co-ordinate the requirements of the sustainability agenda
- c) national promotion of cycling and walking

COMMUNITY PLANNING PRIORITY OUTCOME: improved quality of public services

NATIONAL OUTCOME: Our public services are high quality, continually improving, efficient and responsive to local people's needs.

ASSOCIATED NATIONAL INDICATORS: Improve people's perceptions of the quality of public services delivered

CLACKMANNANSHIRE PROFILE & TRENDS

In 2006-07, Clackmannanshire Council's average ranking for Statutory Performance Indicators was the 5th best in Scotland, our best average ranking in at least 5 years. There was a decrease in the number of SPIs ranked in the bottom quartile and fewer were ranked in the bottom quartile than in any other quartile. Twenty-four indicators were in the top quartile. The Council had the 2nd highest number of SPIs improving by more than 15% and the best result (i.e. the fewest) in Scotland for SPIs declining by more than 15%; these represent the Council's highest levels of improvement and lowest levels of decline in at least 5 years.

Our customer responsiveness has improved continuously over the past 3 years. In 200/06 we resolved 70% of all calls on average first time at the contact centre. This improved to 72% in 2006/07 and by 2007/08 to 80%, above the national target of 75%.

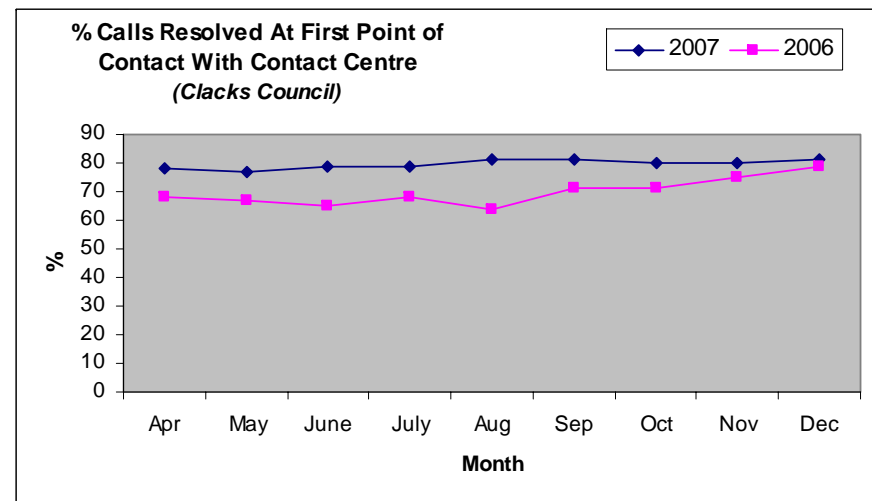
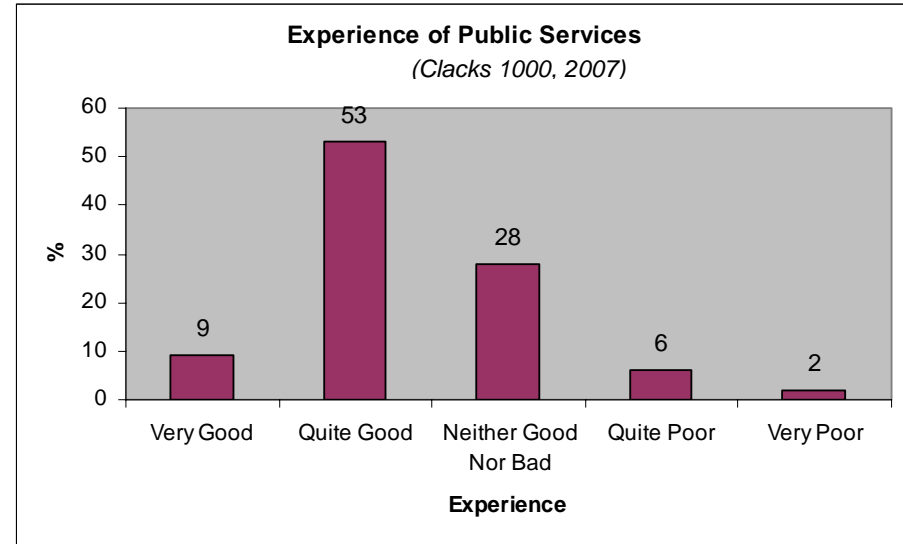
We continue to focus on efficient government. After a period of improvement, our sickness absence performance dipped in 2006/07, however, this has now been turned around and in 2007/08 should be at or below our corporate target of 4.8%.

A number of our services continue to be recognised for excellence, including most recently the Property Contracts Unit which was named the 'Best Performer' at the annual APSE performance network awards in December 2007.

Over the period 2008 to 2011, we are rolling out the Public Service Improvement Framework (PSIF) to all service to ensure that we continue to demonstrate continuous improvement and deliver best value.

ASSOCIATED DOCUMENTS

1. Customer First Rollout Programme
2. Customer Service Strategy
3. Risk Management Plan
4. Asset Management Plan
5. Procurement Strategy
6. Workforce Strategy
7. Financial Strategy



Local Indicator	Frequency / Type / Source	Baseline	Local Target				LOCAL ACTIONS
			Year 1	Year 2	Year 3	Longer Term	
			Year 1	Year 2	Year 3	Longer Term	1. Implementation of the council-wide asset management plan 2. Delivery of the Business transformation Programme 2008 to 2011. 3. Development of a medium term financial strategy. 4. Development and implementation of a shared service model. 5. Development of a workforce strategy. 6. Implementation of the customer service strategy 7. Implementation and development of Procurement & ICT strategies
Experience of public services as very or quite good	Clacks 1000 2007	62%	Longer term 65%.				
Council number of SPIs in top quartile	Annual 06-07	24%	30% 2008-9 33% 2009-10 36% 2010-11				
Cash releasing revenue savings as a proportion of total revenue budget	Clacks Council	NA	2% year on year				
% call resolved at first point of contact at the Council contact centre	Clacks Council	80%	Year 1 - 82% Year 2 - 84% Year 3 - 86%.				
In year Council tax collection rate	Clacks Council 2007-08	93%	Increase				



COMMUNITY PLANNING PRIORITY OUTCOME: improved quality of public services

NATIONAL ACTIONS

In order to assist Clackmannanshire Council and its partner achieve its aim of having improved quality of public services, positive actions at national level would include:

- a) focus on fewer initiatives and follow through on the selected ones
- b) allow adequate time for national requirements to be implemented locally
- c) longer term strategic planning of funding (> 3 years)
- d) avoid introducing secondary legislation at last minute
- e) accelerate reduction of audit/inspection regime
- f) deliver coherent (integrated) national infrastructure around: National Entitlement Card, Citizen Account, CRM, Data Sharing
- g) develop national standards for data-sharing
- h) use Data Protection Act to facilitate better information sharing across the public sector rather than to restrict it
- i) develop and share knowledge across Scotland more effectively
- j) quicker decision-making, particularly on key strategic documents (e.g. Clackmannanshire Development Plan)
- k) more joined up working within the Scottish Government and across directorates
- l) less prescriptive guidance on implementation of policy and legislation; allow for flexible local solutions
- m) ensure policy developments are scrutinised to ensure potential costs are fully assessed

8.0 PERFORMANCE MANAGEMENT & PUBLIC REPORTING OF OUR AGREEMENT

- 8.1 We recognise that our ability to deliver outcomes is dependant on a number of key enabling approaches: strong leadership, effective service planning, well-trained and motivated employees, innovative and cost-effective partnership working arrangements and well-defined, streamlined service delivery processes. We will encourage and review service and Council-wide and partnership arrangements using the Public Sector Improvement Framework. Council services will undertake self-assessment on a rolling programme, with resulting action plans feeding into the annual planning cycle. Scrutiny Committee will receive an annual Best Value Progress Report in February of each year setting out organisational strengths and areas for improvement. More regular assurance of continuous improvement will be provided to Scrutiny Committee quarterly, and CMT monthly, on a balanced scorecard format.
- 8.2 Risk will be managed via established corporate approaches. This includes an annual analysis of external and internal risks that may impede or prevent the delivery of the SOA/corporate plan over the coming year. These will be reported to Scrutiny Committee in the form of a Risk Position Statement in May each year. Risk will be overseen by the Corporate Management Team throughout the year with a Risk Management Progress Report to Scrutiny Committee in November each year, providing assurance to elected members. Service contribution to the SOA will be set out in annual business plans, with a requirement to maintain an associated risk register. As alluded to already in this Agreement, the Council has a corporate risk register which is underpinned by detailed assessments of risk by individual service. Other partner agencies have similar registers. As part of the on-going community planning review locally, the Alliance will develop its collective approach to risk management.
- 8.3 Where regular progress reports indicate continuing poor/inadequate performance, senior managers and the Scrutiny Committee will have a number of options at their disposal from existing process improvement arrangements. These range from Lean/Kaizen Workshops and BPR exercise to Best Value Reviews, including a full options appraisal of delivery models.
- 8.4 A process for resolving disputes and for securing arbitration between the Scottish Government, the Council and Community Planning Partners will be agreed prior to the signing off of this Agreement.