



# CLACKMANNANSHIRE COUNCIL

**Greenfield, Alloa, Scotland, FK10 2AD (Tel.01259-450000)**

## **CLACKMANNANSHIRE COUNCIL MEETING**

**THURSDAY 6<sup>TH</sup> NOVEMBER 2008**

**Time: 9.30 a.m.**

**Venue: Council Chamber, Greenfield, Alloa, FK10 2AD**

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For further information contact Chief Executive's Service, Clackmannanshire Council, Greenfield, Alloa, FK10 2AD

Phone: 01259 452106 Fax: 01259 452230 E-mail: [chiefexecutiveservice@clacks.gov.uk](mailto:chiefexecutiveservice@clacks.gov.uk)

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

Date	Time
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# Clackmannanshire Council

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There are 32 Unitary Councils in Scotland. Clackmannanshire Council is the smallest mainland Council. Eighteen Councillors are elected to represent the views of the residents and businesses in Clackmannanshire. The Council has approved Standing Orders that detail the way the Council operates. Decisions are approved at the 6 weekly meetings of the full Council and at Committee Meetings.

The Council is responsible for approving a staffing structure for the proper discharge of its functions, approving new policies or changes in policy, community planning and corporate governance including standards of conduct. Co-option of religious representatives in respect of Education policy decisions is also a Council responsibility.

The Council has further responsibility for the approval of budgets for capital and revenue expenditure, it also has power to make, alter or cancel any scheme made under statute and to make, alter or cancel any orders, rules, regulations or bye-laws and to make compulsory purchase orders. The Council also determines the level of Council Tax and approves recommendations relating to strategic economic development.

Members of the public are welcome to attend Council and Committee meetings to see how decisions are made.

Details of all Council and Committee dates and Agenda items are published on Clacksweb - [www.clacksweb.org](http://www.clacksweb.org)

For further information on Council meetings, please contact Chief Executive's Services by e-mail on [chiefexecutivesservices@clacks.gov.uk](mailto:chiefexecutivesservices@clacks.gov.uk) or by telephone on 01259 452003.

## Clackmannanshire Council – Councillors and Wards

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### Councillors

### Wards

Councillor	Eddie Carrick	1	Clackmannanshire West	LAB
Councillor	George Matchett	1	Clackmannanshire West	LAB
Councillor	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Janis Paterson	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	John S Biggam	2	Clackmannanshire North	SLD
Councillor	Walter McAdam	2	Clackmannanshire North	SNP
Councillor	Robert McGill	2	Clackmannanshire North	LAB
Councillor	Sam Ovens	3	Clackmannanshire Central	LAB
Provost	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Gary Womersley	3	Clackmannanshire Central	SNP
Councillor	Janet Cadenhead	4	Clackmannanshire South	LAB
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Mark English	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	IND
Councillor	Alastair Campbell	5	Clackmannanshire East	CON
Councillor	Irene Hamilton	5	Clackmannanshire East	SNP
Councillor	Harry McLaren	5	Clackmannanshire East	LAB

### Religious Representatives

Rev Mairi Lovett	Church of Scotland
Father Michael Milton	Roman Catholic Church
Kenneth C Field	Religious Representative



**29 October 2008**

**A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Greenfield, Alloa, on THURSDAY 6<sup>th</sup> NOVEMBER 2008 at 9.30 am.**

**PETER J BROADFOOT  
Head of Administration and Legal Services**

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| 1. | Apologies  | -- |
| 2. | Declaration of Interests - Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer. | -- |
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**MINUTE OF MEETING of the  
CLACKMANNANSHIRE COUNCIL  
held within the Council Chamber,  
Greenfield, Alloa, on THURSDAY 25th  
SEPTEMBER 2008**

**PRESENT**

**Provost Derek Stewart (Chair)  
Councillor Donald Balsillie  
Councillor John Biggam  
Councillor Janet Cadenhead  
Councillor Alastair Campbell  
Councillor Eddie Carrick  
Councillor Kenneth Earle  
Councillor Mark English  
Councillor Irene Hamilton  
Councillor Walter McAdam  
Councillor Bobby McGill  
Councillor Harry McLaren  
Councillor Tina Murphy  
Councillor Reverend Sam Ovens  
Councillor Janis Paterson  
Councillor Gary Womersley**

**IN ATTENDANCE**

**Dave Jones, Chief Executive  
Garry Dallas, Director of Development  
and Environmental Services  
Jeni Graham, Director of Corporate  
Development Services  
Stephen Bell, Head of Development  
Services  
Peter Broadfoot, Head of Administration  
and Legal Services (Clerk to the Council)  
Barry Dickson, Head of Business  
Improvement and Technology Services  
Ewart McAuslane, Head of  
Environmental Services  
Elaine McPherson, Head of Strategic  
Policy  
Muir Wilson, Head of Finance  
Allan Gall, Team Leader, Land Services  
and Burial Grounds  
Mac West, Roads and Transportation  
Manager**

Before the start of business, the Provost intimated that:

- (i) A Kirkin' of the Council Service will be held on Sunday 12th October 2008 in St Serf's Parish Church, Tullibody, at 11.00 am; elected members will receive written notification in due course.

(ii) As of 6th November 2008, the Council meetings will start at 9.30 am.

### **CC.162 APOLOGIES AND SUBSTITUTIONS**

Apologies for absence were received from Councillor Craig Holden, Councillor George Matchett and Father Michael Milton (Religious Representative).

### **CC.163 DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **CC.164 MINUTES OF MEETINGS**

#### **(i) Minute of meeting held on Thursday 14th August 2008**

There was submitted a minute of the meeting held on Thursday 14th August 2008, a copy of which had been circulated previously to each Member.

The minute of the meeting held on Thursday 14th August 2008 was agreed as a correct record and signed by the Provost.

#### **(ii) Minute of special meeting held on Thursday 28th August 2008**

There was submitted a minute of the special meeting held on Thursday 28th August 2008, a copy of which had been circulated previously to each Member.

The minute of the special meeting held on Thursday 28th August 2008 was agreed as a correct record and signed by the Provost.

### **CC.165 UPDATE ON TWINNING ACTIVITIES AND FUTURE PLANS**

There was submitted a report by Dave Jones, Chief Executive, and Jane Adamson, Policy Officer, a copy of which had been circulated previously to each Member.

Councillor Carrick moved the recommendation set out in the report. Seconded by Councillor McGill.

The Council agreed to:

- Support the proposal to explore options to build on the expertise of Education and Youth Services to help organise and deliver the youth exchange programme.
- Support the proposal to invite delegations from France and Spain to Clackmannanshire to the 2009 event being arranged to celebrate the opening of the three new secondary schools.

- Support other twinning activities such as the facilitation of adult or family exchanges.

The Council also agreed to support the following proposals from Councillor Balsillie (1) and (2) and Councillor Biggam (3)

- (1) That officers look to expand the twinning initiative by engaging with Stirling Council on links with Nova Scotia.
- (2) That officers investigate the possibility of building on proposed Homecoming Scotland 2009 events.
- (3) That consideration is given to the appointment of a senior pupil twinning champion in each of the three secondary schools.

**Action: Dave Jones, Chief Executive**

#### **CC.166 VENTURE FORTH LIMITED**

There was submitted a report by Peter Broadfoot, Head of Administration and Legal Services, a copy of which had been circulated previously to each Member.

Councillor Cadenhead moved that Councillor Carrick be nominated to be a Director of Venture Forth Limited. Seconded by Councillor McLaren.

The Council agreed that Councillor Carrick be nominated to be a Director of Venture Forth Limited.

**Action: Dave Jones, Chief Executive**

#### **CC.167 SALE OF DEVELOPMENT LAND, NORTH CASTLE STREET, ALLOA**

There was submitted a report by Gordon Stewart, Head of Property Services, a copy of which had been circulated previously to each Member.

Councillor Carrick moved the recommendation set out in the report. Seconded by Councillor Balsillie.

The Council agreed to approve the sale of 0.25 acres of land at North Castle Street, Alloa, to Lithium Systems Limited for the purpose of constructing an office and warehouse building. The sale price to be at a figure to be determined by reference to the District Valuer.

**Action: Garry Dallas, Director of Development & Environmental Services**

## **CC.168 PRIVATE (UNADOPTED) ROADS AND FOOTWAYS**

There was submitted a report by Mac West, Roads and Transportation Manager, a copy of which had been circulated previously to each Member.

Councillor Carrick moved the recommendation set out in the report. Seconded by Councillor Balsillie.

The Council agreed to approve the prioritised roads such that the Director of Development and Environmental Services can approach the affected frontagers to confirm whether a majority wish the roads to be adopted insofar as they would be prepared to fund the outstanding balance in proportion to their length of frontage.

The Council also agreed to note that any council funding would require to be approved subsequently as part of the Capital Programme.

**Action: Garry Dallas, Director of Development & Environmental Services**

## **CC.169 REVIEW OF THE SCHEME OF DELEGATION IN RELATION TO APPLICATIONS FOR PLANNING PERMISSION**

There was submitted a report by Ian Duguid, Development Quality Team Leader, a copy of which had been circulated previously to each Member.

The Head of Development Services pointed out that paragraph 3.1 should make reference to the Council meeting of 21st June 2007 and not 24th June as indicated in the report.

Councillor Campbell moved the recommendation set out in the report. Seconded by Councillor Carrick.

The Council agreed to note the information set out in the report and to continue with the Scheme of Delegation as set out in Appendix 1 of the report.

**Action: Garry Dallas, Director of Development & Environmental Services**

## **CC.170 CEMETERIES STRATEGY**

There was submitted a report by Allan Gall, Land Services and Burial Grounds Manager, a copy of which had been circulated previously to each Member.

Councillor Carrick moved the recommendation set out in the report. Seconded by Councillor McGill.

The Council agreed to:

- (a) Approve the cemeteries strategy for future provision and continuation of investment in Clackmannanshire's cemeteries

- (b) Note that the required financial investment will be subject to formal approval as part of the council's general services capital programmes.

**Action: Garry Dallas, Director of Development & Environmental Services**

#### **CC.171 BEST VALUE REVIEW OF HOUSING REPAIRS**

Paper remitted from the Scrutiny Committee of 28th August 2008.

There was submitted a report by John Gillespie, Head of Housing, and Gordon Stewart, Head of Property Services, a copy of which had been circulated previously to each Member.

The Council agreed to defer this item to its meeting of 6th November 2008 and noted that a briefing session would be arranged for elected members during the week beginning 20th October 2008.

**Action: Dave Jones, Chief Executive**

The meeting concluded at 11.27 am.



**CLACKMANNANSHIRE COUNCIL**

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**Report to Council of 6th November 2008**

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**Subject: Polling District & Polling Place Review 2008**

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**Prepared by: Rod Richardson, Principal Administration Officer**

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**1.0 Summary**

- 1.1. The public focus on electoral activity is understandably at a peak in the run up to any major election. Activity on electoral related matters is however continuous throughout the year.
- 1.2. The Council is responsible for keeping the polling districts and polling places within Clackmannanshire under review and, as part of the continuing election support activity, a review has been completed.
- 1.3. This report outlines the review process and invites Council to adopt recommendations for Clackmannanshire's polling districts and polling places.

**2.0 RECOMMENDATIONS**

- 2.1. Council is recommended to approve the polling district and polling place scheme for each Ward as detailed in Appendix A attached.
- 2.2. The scheme of polling district and polling places will be formally reviewed again in the future, and certainly before the end of 2012. It is recommended that Council delegates authority to the Chief Executive (following consultation with all Councillors in the affected Ward) to approve any changes to the scheme which become necessary before the next formal review.

**3.0 Background**

- 3.1. The Returning Officer (Chief Executive) is responsible for the administration of all elections which involve the citizens of Clackmannanshire. It is, however, the Council rather than the Returning Officer that is responsible for reviewing and approving a scheme detailing polling districts and polling places for the local government area.
- 3.2. Formal reviews are required to be completed at least once every four years.
- 3.3. The latest review commenced in early July 2008. It was open to any interested individual, group, or organisation to comment on the existing scheme and to make proposals or suggestions for improvements.

- 3.4. Press notices advising of the review were published and relevant information (including maps, background to the review, present situation of polling places) was made available electronically via Clacksweb and in hard copy to libraries and interested parties.
- 3.5. Detailed information packs were made available to all Councillors, elected representatives, Community Councils, community and minority interest groups as well as others with a potential interest. (All responses received are now published on Clacksweb for information).
- 3.6. The outcomes from this exercise require to be reflected in the next full electoral register. The annual publication date for the electoral register is the 1st December 2008 and the review programme, including the presentation of a report to Council, was designed to meet this deadline.

#### **4.0 Scheme detail**

- 4.1. Each of Clackmannanshire's five electoral wards requires to be divided into polling districts for election purposes. Each polling district must have a suitable polling place identified for use by voters in the area at each election. The polling districts and polling places proposed are identified in Appendix A (attached).
- 4.2. Over the last few years, determined efforts have been made to limit the reliance on school buildings for use as polling places. This in turn has achieved the aim of reducing the need for school closures and the disruption and inconvenience that causes. Only one school continues in use as a polling place - Banchory Primary School in Tullibody (Ward 1).
- 4.3. Premises deemed suitable for polling purposes are varied. For example, it is proposed to continue using the Loganlea Coffee Shop in Forestmill (Ward 5) and the Ochilview Lounge in Fishcross (Ward 3) at election times. These buildings are well located for our purposes and they have a history of serving the needs of voters admirably. With the co-operation of the owners/occupiers, the continued use of the Ochilview also negates the need to rely on Fishcross Primary School as a polling venue.
- 4.4. Any scheme of polling arrangements will always reflect a compromise which balances the ideal polling place against the availability of premises allocation, and the local geography. In general, the existing scheme continues to meet the expectations of the Returning Officer and of the local electorate. Four changes are however proposed:

1. Ward 2 (Clackmannanshire North - Dalmore Centre, Alva)

The Dalmore Centre is well located for use as a polling place. The accommodation and facilities are, however, limited. It is proposed that the polling place for the area changes to the Cochrane Hall. Expressions of support for this proposal have been received - no adverse comments have been received.

2. Ward 4 (Clackmannanshire South) - Glasshouse Loan Centre

The Glasshouse Loan Centre houses a number of tenants and it is not in the ownership of the Council. The ground floor accommodation previously used for polling purposes has reasonable access arrangements but its continued availability cannot be assured. Additionally, vehicle movement in that area of Glasshouse Loan has proved problematic with additional potential hazards presented to pedestrians.

Providing that it is possible to secure the agreement of the Managing Committee, it is proposed that the Weirs Social Club building in Church Street be used as the polling place for this polling district. This building has the advantage of level access, limited car parking, and is easily accessible on the route to and from the town centre.

3. Ward 4 (Clackmannanshire South) - Speirs Centre, Primrose Street, Alloa

In the longer term, upgrading of the Speirs Centre may create an ideal polling place. Its present layout and access arrangements are, however, not ideal for polling purposes and this polling place has been the subject of some complaint in the past.

The proposal recommended is to re-allocate voters from the Speirs Centre to the Weirs Social Club at the foot of Church Street. (The accommodation in this building is sufficient to cope with both polling districts).

4. Ward 4 (Clackmannanshire South) - Zones, Clackmannan Road, Alloa

The area in the building identified for polling purposes is a small workshop/store at the front of the building. Prior to each election it requires to be cleared, cleaned, heated and made suitable for the intended purpose. Although well located for polling use, the heating is poor and the facilities are generally not on a par with those commonly expected by voters.

It is recommended that this polling place be replaced by the Hawkhill Community Centre. This modern building has first class facilities, access and has the advantage of having a sizeable car park.

## **5.0 Conclusions**

- 5.1. Clackmannanshire Council is required to conduct a full polling district & polling place review at least once every four years. The previous scheme of arrangements has evolved over the last twelve years, and in most areas it is believed it still reflects the best interests of electors in terms of building location, accessibility and facilities. The polling districts themselves were

completely reviewed in 2007 and do not require further amendment at this time

- 5.2. Circumstances relating to particular buildings do change over time and that has to be reflected in the scheme. The review has confirmed that four of the polling places listed may no longer be the best option for polling purposes and alternatives have been identified and recommended.
- 5.3. The next major review of polling districts and places will be completed before the end of 2012. It is possible to amend the scheme at any time to take account of prevailing circumstances and it is recommended that authority be delegated to the Chief Executive to confirm (following consultation with local Members) any further changes which become necessary before the conclusion of the next planned review.

## 6.0 Declarations

- (1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Sustainability Implications** - Encourage Community Participation
- **Financial and Staffing implications** - none
- **Corporate Priorities (Key Themes)** (Please tick )

Achieving Potential	<input checked="" type="checkbox"/>
Maximising Quality of Life	<input type="checkbox"/>
Securing Prosperity	<input type="checkbox"/>
Enhancing the Environment	<input type="checkbox"/>
Maintaining an Effective Organisation	<input type="checkbox"/>

- **Council Policies** (Please detail)
- **Community Plan (Themes)** (Please tick )

Community Safety	<input type="checkbox"/>
Economic Development	<input type="checkbox"/>
Environment and Sustainability	<input checked="" type="checkbox"/>
Health Improvement	<input type="checkbox"/>

- (2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick )

- (3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick )

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Head of Service

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Director

**Report to Council**

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Rod Richardson	Date: 8 October 2008
Service: Chief Executive's Services	
Date of Meeting: 6 November 2008	
Title of Report: Polling District & Polling Place Review 2008	

Recommendation that the attached report be:

1. Given unrestricted circulation	<input checked="" type="checkbox"/>	
2. Taken in private	<input type="checkbox"/>	

By virtue of paragraph \_\_\_\_ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. Appendix A
- 2.
- 3.
- 4.

List of Background Papers (if none, state "none")

1. Consultation Documents & Responses
- 2.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.

Clackmannanshire Local Government Area

Polling Districts and Polling Places 2008

Electoral Ward 1 - Clackmannanshire West				
Polling District	Area/Polling Place	Suggestions/Comments	Recommendations	Reasons
OO105	Dumyat Centre, Main Street, Menstrie All of Menstrie and surrounding area - 2261 Voters	No alternative suggestions received	The Centre is centrally located with good access and suitable accommodation. Retain this polling place	Well supported polling place.
OO110	St. Serf's Church Hall, Menstrie Road, Tullibody Tullibody area North of Stirling Road, West of Banchory Place - 1991 Voters	No alternative suggestions received	The Hall is centrally located with good access and suitable accommodation. Retain this polling place	Good community facility with adequate accommodation for polling purposes.
OO115	Banchory Primary School, Alloa Road, Tullibody Tullibody area on the Alloa side of Banchory Place - 1308 Voters	No alternative suggestions received	The School is centrally located with good access and suitable accommodation. Retain this polling place	Well located for polling purposes, and no practical alternative locations for this area have been identified.
OO120	Tullibody Civic Centre, Abercrombie Place, Tullibody Cambus area and Tullibody to Stirling Road - 2056 Voters	No alternative suggestions received	The Centre is centrally located with good access, parking, and suitable accommodation. Retain this polling place	Good facilities - ideal for polling purposes.
New polling district	<i>Suggestion for a new polling district (split from OO120) covering Cambus only. Suggestion received is to for a polling place at the Bowling Club</i>	<i>Creation of a new polling district and designation of an additional polling place.</i>	<i>Not offered as a recommendation at this time - but will need to keep under review.</i>	<i>Building work has increased the number of homes in Cambus. The nearest service centre for daily needs remains Tullibody, and the Civic Centre is easily accessible. Recent pedestrian crossing on the main road</i>

**APPENDIX A**

					<i>has increased accessibility for those on foot.</i>
OO125	St. Bernadette's Church Hall, Baingle Brae, Tullibody Tullibody - The Baingle, part of Newmills and the Orchard - 958 Voters	No alternative suggestions received	The Hall is centrally located. Access requires a temporary ramp but it has suitable accommodation. Retain this polling place		Continued use allows for the provision of a 'more local' polling venue for area residents.

**Electoral Ward 2 - Clackmannanshire North**

Polling District	Area/Polling Place	Suggestions/Comments	Recommendations	Reasons
OO230	Dalmore Centre, Park Street, Alva Area to North of Stirling Street, West Stirling Street, Stirling Road and to the West of Brook Street - 2603 Voters	Suggestion that the polling district should remain unaltered, with polling place moving to the Cochrane Hall.	Relocate polling place to the Cochrane Hall	Superior accommodation, access and facilities. No significant impact on voters as the two halls are in the same vicinity.
OO235	St. John Vianney's Church Hall, East Stirling Street, Alva Area North of East Stirling, Main Street and to the East of Brook Street - 1284 Voters	No alternative suggestions received	The Hall is centrally located. Reasonable access, and reasonable accommodation Retain this polling place	Satisfactory for voters - no alternatives in the immediate area.
OO240	Community Centre, Institution Place, Tillicoultry Area North of River Devon, West of Moss Road & Hill Street (Excludes Marchglen) - 1921 Voters	No alternative suggestions received	The Centre is well used for a variety of purposes and is centrally located with good access and suitable accommodation. Retain this polling place	Satisfactory for voters and staff
OO243	Devonvale Hall, Moss Road, Tillicoultry Devonside, areas east of Moss Road, North Hill Street and Hillview Terrace, Kirk Hill and Harviestoun areas - 2274 Voters	No alternative suggestions received	Voting moved to the Hall after exhausting the only alternatives in the immediate area. Large hall with good access and suitable accommodation.	Satisfactory for voters and staff - no immediate alternative identified.

**APPENDIX A**

OO245	Coalsnaughton Village Hall, Main Street, Coalsnaughton Coalsnaughton area Eastwards to Lawmuir - 668 Voters	No alternative suggestions received	Retain this polling place A modernised facility with good access and suitable accommodation. Retain this polling place	Used for a variety of purposes and is ideal for polling.
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<b>Electoral Ward 3 - Clackmannanshire Central</b>				
<b>Polling District</b>	<b>Area/Polling Place</b>	<b>Suggestions/Comments</b>	<b>Recommendations</b>	<b>Reasons</b>
OO350	The Ochil View, Alloa Road, Fishcross Fishcross, Devon Village, Howetown, Blackfaulds and Devon Valley Drive area, Sauchie - 764 Voters	No alternative suggestions received	The Lounge is centrally located with good access and suitable accommodation. Retain this polling place	The only alternative in the area is the school. The Lounge is the preferred location.
OO355	Sauchie and Coalsnaughton Parish Church Hall, Main Street, Sauchie Sauchie - Craigbank, Greygoran, Auchinbaird and Lochbrae areas, Main Street, streets north of Schaw Court and Gartmorn Road, Deerpark area - 1863 Voters	No alternative suggestions received	The Hall is centrally located with good access and suitable accommodation. Parking is limited, but manageable. Retain this polling place	Good location and accommodation for voters and staff.
OO360	Sauchie Hall, Mar Place, Sauchie Sauchie - Fairfield, Branshill, Braeside, Holton Crescent, Hallpark, Posthill, Keilarsbrae, south of Schaw Court and Gartmorn Road. Includes Nevis Crescent, Dovehill and Doo'cot Brae parts of Alloa	No alternative suggestions received	The Hall has been used for the last 3 elections without major problems. It has good access and ample space and parking. Retain this polling place	This polling place has proved effective mostly because of the access.
<i>New polling district</i>	<i>Suggestion for a new polling district (split from OO360) for use by residents in Nevis Crescent, Alloa. Suggestion received is to for a new polling place at Sunnyside Primary school.</i>	<i>Suggestion arises from the fact that the 2007 Boundary changes (creating the 5 Clackmannanshire Wards) placed Nevis Crescent in ward 3 along with residents of</i>	<i>Not offered as a recommendation for adoption.</i>	<i>The use of a school as a polling place would require it to be closed for normal purposes on election days and this is not desirable because of the inconvenience it causes. A polling place should be</i>

**APPENDIX A**

		<p><i>Sauchie. The allocated polling place is Sauchie Hall</i></p>		<p><i>within the ward it serves - the school is outwith Ward Three. The number of voters involved is insufficient to warrant a separate polling station/place in an urban area (150 or so).</i></p>
<p>OO363</p>	<p>Whins Resource Centre, The Whins, Alloa  The Whins and Gaberston areas, Hilton Road, Carsebridge area, Greenfield Street and Hillside Terrace - 796 Voters</p>	<p>Proposal is to retain this polling place - but see also below.</p>	<p>The Whins Centre was first use to serve local voters in 2007. There are logistical issues with continued use (internal protection of floor coverings and furniture, but it has its own access door and is well located for the purpose. Retain this polling place</p>	<p>The building is well located close to the area it is intended to serve - the next nearest location would be Sauchie Hall. The accommodation is ideal for polling purposes.</p>
		<p><i>Suggestion to re-draw the polling district to allocate residents of Hutton Park to the Whins</i></p>	<p><i>No change necessary</i></p>	<p><i>This suggestion appears to arise from a misunderstanding - the Whins polling place already serves voters from the Hutton Park area.</i></p>

Electoral Ward 4 - Clackmannanshire South				
Polling District	Area/Polling Place	Suggestions/Comments	Recommendations	Reasons
OO465	Alloa Old Peoples Welfare Club Hall, Erskine Street, Alloa Areas North of Tallboy Road and South of Dovehill - Sunnyside, Forebraes, Ashley Terrace and surrounding streets, Inglewood and Cornhill areas - 2038 Voters	No alternative suggestions received	The Hall is a resource which can be made available, and it is in the right area. Retain this polling place	Remains suitable for polling purposes
OO470	Alloa North Church Hall, Legate, Alloa Areas bounded by Tullibody Road and Stirling Road - Mar Place, all of Claremont, Fairburn, Brae head - 2724 Voters	No alternative suggestions received	The Hall has good access and there is limited on-street parking immediately adjacent. Retain this polling place	Good internal accommodation in the main hall, adequate heating and facilities.
OO475	Glasshouse Loan Centre, Glasshouse Loan, Alloa West Alloa bounded by Legate, the Forth, and Stirling Road - 1548 Voters	Existing location barely adequate. Access is not good, there is no parking during working hours, and ensuring availability is a growing concern	Proposed move to the Weir's Social Club in Church Street. (dependent on reaching an agreement with Management Committee) The polling district remains unaltered.	Better access, enhanced facilities for both voters and staff, and greater reliability in relation to availability.
OO477	Speirs Centre, Primrose Street, Alloa Area East of Legate to Ring Road. Includes most of the town centre - 543 Voters	The Centre's access is not the best, and there is potential for conflict with other users of the centre on polling days (no separate access available, and it has not been appropriate to close the building entirely)	Proposed move to the Weir's Social Club in Church Street. Combine voting with polling district OO475 (see above). Polling district remains unaltered. ( Change of location is dependant on reaching an agreement with Management Committee)	Better access. Central location so easily reached by voters.
OO480	Bowmar Community Centre, Scott Crescent, Alloa	No alternative suggestions received	A well know and used community facility - excellent	Satisfactory for voters and staff

**APPENDIX A**

	Bowhouse, Bowmar and surrounding area. Bounded by Hawkhill in the North - 1921 Voters		location with good access and parking. Retain this polling place	
<b>00485</b>	<b>Zones, Clackmannan Road, Alloa</b> <b>Argyll Street, McKinlay Crescent area to Hillcrest Drive. Includes Hawkhill, Clackmannan Road and Hillcrest Drive - 459 Voters</b>	<b>Suggested move to the Hawkhill Community Centre on Hillcrest Drive off Clackmannan Road</b>	<b>Zones area has heating, lighting and parking problems. Considerable preparatory work has been required to make the accommodation fit for purpose prior to previous usage. Centre is presently closed and is not likely to be made available for future elections</b>	<b>Identification of an alternative polling place is a pressing requirement. The Hawkhill Centre offers parking, good level pedestrian access, and good facilities. It is the only possible alternative in the area.</b>

<b>Electoral Ward 5 - Clackmannanshire East</b>				
<b>Polling District</b>	<b>Area/Polling Place</b>	<b>Suggestions/Comments</b>	<b>Recommendations</b>	<b>Reasons</b>
OO590	Coronations Hall, Muckhart Muckhart and surrounding area to the Castlertoun Burn in the East - 403 Voters	Supportive comments received in terms of location and continued use of a community facility. Supportive comments received in terms of location and continued use of a community facility.	The Hall is centrally located in Muckhart and has good access and suitable accommodation. Retain this polling place The Centre is a well used community facility and it's continued use for polling is supported. Good access and parking. Retain this polling place	Hall is ideal for polling purposes (and there are no immediate alternatives). Adjacent to the primary school, the centre is ideal for polling.
OO593	Dollar Civic Centre, Park Place, Dollar All of Dollar and surrounding area - includes Solsgirth, Sheardale, Dollarbeg -	No alternative suggestions received	The Coffee Shop is really the only facility in the area. It is large enough for the	Continued use of this polling place has been well received. In the event of it
OO595	Loganlea Coffee Shop, Inverdevon House, Forestmill Forestmill and landward area towards Clackmannan			

**APPENDIX A**

	including Linn Mill -			purpose, and has the advantage of car parking Retain this polling place	not being available the likely alternative would be all the way back to Clackmannan.
OO597	Town Hall, Main Street, Clackmannan All of Clackmannan and surrounding area to the North of Alloa Road. Includes Riccarton 2806 Voters	No alternative suggestions received		The Hall is centrally in Clackmannan and is a well used community facility with nearby parking. Retain this polling place	The Hall is large enough to accommodate the number of polling stations required and is well located for the purpose.



**CLACKMANNANSHIRE COUNCIL**

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**Report to Council of 6th November 2008**

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**Subject: Corporate Improvement Plan & Best Value Audit Improvement Plan - Progress Report**

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**Prepared by: Stuart Crickmar, Business Improvement Manager**

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**1.0 SUMMARY**

- 1.1. Clackmannanshire Council submitted its Corporate Improvement Plan as part of its submission to the Audit of Best Value and Community Planning for which progress is to be reported to Council on a Six Monthly basis.
- 1.2. Audit Scotland published its report '*The Audit of Best Value and Community Planning - Clackmannanshire Council*' in September 2007. The report identified an Improvement agenda for the Council showing areas of high and medium priority.
- 1.3. Following the Audit of Best Value and Community Planning an Improvement Plan in response to these areas was approved by Council and submitted to Audit Scotland in November 2007.
- 1.4. Progress against the Corporate Improvement Plan and Best Value Audit Improvement Plan is set out in Appendices 1 and 2 respectively.

**2.0 RECOMMENDATIONS**

- 2.1. It is recommended that Council note the current status of the Corporate Improvement Plan & the Best Value Audit Improvement Plan.

**3.0 BACKGROUND**

- 3.1. In November 2007 Council agreed a requirement for officers to produce reports on implementation of the Improvement Plan at six and twelve months from that date. A report went to Council in June 2008 and this report represents the next scheduled progress report for November 2008.
- 3.2. In addition, Audit Scotland have requested that Grant Thornton, the Council's external auditors review progress made to date, and this will be commented on in the Grant Thornton Audit Report.
- 3.3. Further to comments from Elected Members, the format of the document has been changed which should make it easier to read.

#### 4.0 CONCLUSIONS

- 4.1. The Council is making good progress with its Corporate Improvement Plan and Best Value Audit Improvement Plan.

#### 5.0 SUSTAINABILITY IMPLICATIONS

- 5.1. None as a direct result of this report.

#### 6.0 FINANCIAL IMPLICATIONS

- 6.1. None as a direct result of this report.

#### 6.2. Declarations

- (1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Corporate Priorities (Key Themes)** (Please tick )

- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| Achieving Potential                   | <input type="checkbox"/>            |
| Maximising Quality of Life            | <input type="checkbox"/>            |
| Securing Prosperity                   | <input type="checkbox"/>            |
| Enhancing the Environment             | <input type="checkbox"/>            |
| Maintaining an Effective Organisation | <input checked="" type="checkbox"/> |

- **Council Policies** (Please detail)

- **Community Plan (Themes)** (Please tick )

- |                                |                          |
|--------------------------------|--------------------------|
| Community Safety               | <input type="checkbox"/> |
| Economic Development           | <input type="checkbox"/> |
| Environment and Sustainability | <input type="checkbox"/> |
| Health Improvement             | <input type="checkbox"/> |

- (2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick )

- (3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick )

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Head of Business Improvement & Technology Services

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Director of Corporate Development

**Report to Council**

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Barry Dickson, Head of Business Improvement & Technology Services	Date: 16 October 2008
Service: Corporate Development	
Date of Meeting: 6th November 2008	
Title of Report: Corporate Improvement Plan & Best Value Audit Improvement Plan - Progress Report	

Recommendation that the attached report be:

1. Given unrestricted circulation	<input checked="" type="checkbox"/>	
2. Taken in private	<input type="checkbox"/>	

(tick appropriate box)

By virtue of paragraph \_\_\_\_ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. APPENDIX 1 CORPORATE IMPROVEMENT PLAN
2. APPENDIX 2 BEST VALUE AUDIT IMPROVEMENT PLAN
- 3.
- 4.

List of Background Papers (if none, state "none")

1. Standard format for reports to CMT placed in members rooms prior to the meeting
- 2.
- 3.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.

**Appendix 1. Corporate Improvement Plan**

<b>Improvement Action</b>		<b>Lead Officer: Head of Strategic Policy</b>
<b>BG1</b>	<b>Mechanism in place for member involvement in policy setting is operated effectively</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Improved member involvement in Community Planning</b></li> <li><b>2. Regular policy forums operating</b></li> <li><b>3. Member and officer acknowledgement that new political structure working</b></li> </ol>
<b>Status: Completed October 2008</b>		
<b>Improvement Action</b>		<b>Lead Officer: Head of Admin and Legal</b>
<b>BG2</b>	<b>Ensure desired level of scrutiny is being achieved and Council performance is subject to an appropriate level of challenge.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Agree subject timetable for scrutiny.</b></li> <li><b>2. Acknowledgement that scrutiny role working</b></li> </ol>
<b>Status: Incomplete - expected completion date March 2009</b>		
<b>Completed Actions</b>  <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>1. Subject timetable to be agreed</b></li> <li><b>2. Achieve acknowledgement that the scrutiny role is working</b></li> </ol>		

<b>Improvement Action</b>		<b>Lead Officer: Head of Admin and Legal</b>
<b>BG3</b>	<b>Undertake a review of training requirements for elected members and provide up to date training that will take account of all recent developments.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Review Completed</li> <li>2. Training designed</li> <li>3. Training delivered</li> </ol>
<b>Status: Partially complete - expected completion date Dec 2008</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. Review completed April 2008</li> <li>2. Training Needs Analysis completed</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>3. Information/training sessions are in the process of being delivered</li> </ol>		
<b>Improvement Action</b>		<b>Lead officer: Head of Admin and Legal</b>
<b>BG4</b>	<b>An officer review of the new political structure to appraise the benefits and areas for improvement. To be ready for in-coming members in May 2007</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Review commissioned</li> <li>2. Review completed</li> <li>3. Review reported</li> <li>4. Actions for improvements planned</li> </ol>
<b>Status: Completed May 2008</b>		

<b>Improvement Action</b>		<b>Lead Officer: Head of HR</b>
<b>BG5</b>	<b>Establish a robust equalities monitoring system, both at a departmental and corporate level, to monitor the implementation of agreed actions and assess effectiveness.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Corporate system in place</b></li> <li><b>2. Formal assessment of effectiveness reported to scrutiny committee</b></li> </ol>
<b>Status: Partially complete - expected completion date March 2009</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li><b>1. Corporate system in place</b></li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>2. Effectiveness of arrangements to be reported to Scrutiny Committee. It was felt that reporting would be better informed after a period of experience of operating the monitoring systems</b></li> </ol>		
<b>Improvement Action</b>		<b>Lead Officer: Head of HR</b>
<b>BG6</b>	<b>Ensure there is an effective consultation framework for equalities issues</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Agree an Effective consultation framework</b></li> </ol>
<b>Status: Completed March 2007</b>		

<b>Improvement Action</b>		<b>Lead Officer: Strategy and Support Manager</b>
<b>BG7</b>	<b>Establish a systematic approach to mainstreaming sustainable development through the revised political structure, supported by a sustainability team.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Establish team</li> <li>2. Integrate measurable quality of life targets within operational service plans</li> <li>3. Report achievement and effectiveness of these quality of life targets against corporate priorities</li> <li>4. Agree format of communication to the public</li> <li>5. Agree effective role for portfolio holder</li> </ol>
<b>Status: Completed October 2008</b>		
<b>Improvement Action</b>		<b>Lead Officer: Strategy and Support Manager</b>
<b>BG8</b>	<b>Integrate measurable quality of life targets within operational service plans</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Baseline data</li> <li>2. Targets in Service Plans</li> </ol>
<b>Status: Completed April 2008</b>		
<b>Improvement Action</b>		<b>Lead Officer: Strategy and Support Manager</b>
<b>BG9</b>	<b>Report achievement and effectiveness of these quality of life targets against corporate priorities.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Annual Report</li> </ol>
<b>Status: Completed April 2008</b>		

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>BG10</b>	<b>Develop and implement a corporate Information Management Strategy</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Defined information management and retention requirements across the Council</b></li> <li><b>2. Agreed Information Management Strategy</b></li> <li><b>3. Agreed Project Plan for roll out across Council</b></li> </ol>
<b>Status: Partially complete - expected completion date March 2010</b>		
	<b>Completed Actions</b> <ol style="list-style-type: none"> <li><b>1. Work has commenced on defining information management and retention requirements as part of the Customer First programme. Progress has also been made in relation to a draft document for a data classification scheme and an information security policy. This is presently out for consultation</b></li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>1. Continue to progress defining information management and retention requirements across the Council</b></li> <li><b>2. Agree an Information Management Strategy</b></li> <li><b>3. Agree a project plan for roll out across the Council</b></li> </ol>	

<b>Improvement Action</b>		<b>Lead Officer: Head of Strategic Policy</b>
<b>BG11</b>	<b>Develop and implement a Corporate Knowledge Management Strategy</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Defined knowledge management requirements across the Council</li> <li>2. Agreed Knowledge Management Strategy</li> <li>3. Agreed use, development and responsibilities for knowledge management within the Council</li> <li>4. Agreed Project Plan for roll out across Council</li> </ol>
<b>Status: Partially completed - expected completion date March 2009</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. Knowledge management requirements across the Council are defined</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>2. Agreed Knowledge Management Strategy is expected to be completed by March 2009. Progress has been made with key components of the strategy agreed at the September 2008 SMF meeting. Further information and development of these components is to take place over the next 6 months</li> <li>3. Agreed use, development and responsibilities for knowledge management within the Council is expected to be completed by March 2009</li> <li>4. Agreed Project Plan for roll out across Council is expected to be completed by March 2009</li> </ol>		

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>PS1</b>	<b>Rationalise and agree a framework for undertaking customer surveys and obtaining customer feedback.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Framework produced and agreed</b></li> <li><b>2. Timetable agreed</b></li> <li><b>3. Set up and develop use of Clacks 1000</b></li> </ol>
		<b>Status: Completed June 2008</b>
<b>Improvement Action</b>		<b>Lead Officer: Head of Strategic Policy</b>
<b>PS2</b>	<b>Finalise the council communications strategy.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Implement external Communications strategy</b></li> <li><b>2. Refresh and launch internal communications strategy</b></li> </ol>
		<b>Status: Completed September 2008</b>

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>PS3</b>	<b>Implement the Council's Customer Service strategy.</b>	<b>Actions</b> <ol style="list-style-type: none"> <li>1. Obtain outline approval (CMT) ensuring linkage with other Council strategies</li> <li>2. Obtain formal approval (Council) for Customer Service strategy</li> <li>3. Develop the Business Case/Project Initiation Document/plans for delivering the Customer Services strategy</li> <li>4. Implement deliverables in line with plan</li> </ol>
<b>Status: Partially complete - expected completion date March 2009</b>		
	<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. Obtain outline approval (CMT) ensuring linkage with other Council strategies</li> <li>2. Obtain formal approval (Council) for Customer Service strategy</li> <li>3. Develop the Business Case/Project Initiation Document/plans for delivering the Customer Services strategy</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>4. Progress has been made on the draft Customer Charter which was presented for consultation to CMT in September 2008</li> </ol>	

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>PS4</b>	<b>Develop Contact Centre in line with updated route map.</b>	<b>Actions:</b>  1. Implement new services planned in current financial year
<b>Status: Partially complete - this is ongoing work. Whilst there is an annual plan, full Council-wide implementation is scheduled for February 2012</b>		
<b>Completed Actions</b>  1. Ongoing implementation in line with the approved Customer First programme  <b>Planned Actions</b>  1. Complete annual plan by the due date, including achieving service sign-off of new working arrangements, transfer of activity, budgets and resource		
<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>PS5</b>	<b>Improve access to council information and services.</b>	<b>Actions:</b>  1. Extend online functionality, in line with local/national ESD priorities  2. Pilot use of a text messaging service (where business case exists) to improve customer communication and reduce transaction costs
<b>Status: Partially complete - expected completion date March 2009</b>		
<b>Completed Actions</b>  1. This is ongoing work being progressed as part of the web development plan. To date, E-planning and E-forms, Recruitment Portal, E- Payments and Procurement Portal have all gone live  2. A pilot in the use of text messaging for football pitch availability commenced in September 2008  <b>Planned Actions</b>  1. Continue to extend online functionality in line with local/national ESD priorities  2. Feedback on the outcome of the text messaging pilot to the Customer First Programme Steering Group.		

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>PS6</b>	<b>Implement a range of customer service improvements, highlighted through regular customer &amp; staff feedback.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Capture and use customer contact information to assist planning within Customer Service</b></li> <li><b>2. Undertake annual customer satisfaction survey as part of Council's consultation process</b></li> <li><b>3. Act on findings</b></li> </ol>
<b>Status: Partially complete - ongoing work</b>		
	<b>Completed Actions</b> <ol style="list-style-type: none"> <li><b>1. An updated version of the council's Customer Contact Management System went live in January 2008, further enhancing our ability to capture and use customer contact data to assist with planning. This is an ongoing activity</b></li> <li><b>2. Baseline customer satisfaction data has been gathered. The Contact Centre undertakes regular customer surveys on a range of topics. Results from latest Clacks 1000 survey published was in June 2008. This is an ongoing activity</b></li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>1. Use feedback to identify opportunities for improvement</b></li> </ol>	

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>PS7</b>	<b>Implement a council-wide Customer Service training programme.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Define Customer Service management and staff competency and behaviour framework</b></li> <li><b>2. Define and deliver phase 1 of a council-wide Customer Services programme, initially focused on front line Customer Services staff</b></li> </ol>
<b>Status: Partially completed - expected to be completed March 2009</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li><b>1. Work is in progress to define a customer orientation programme and supporting guidance</b></li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>1. Complete definition of customer orientation programme and supporting guidance. The Customer Service Network has also defined some key priority areas for improvement</b></li> </ol>		
<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>PS8</b>	<b>Review and improve current mechanism of public performance reporting.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Agree and report forward dates</b></li> <li><b>2. A consolidated framework which ensures all sections of the community are reached including a feedback system for exchange of information and continuous improvement</b></li> </ol>
<b>Status: Completed March 2008</b>		

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>PS9</b>	<b>A robust Best Value review process and publicity for Best Value Review outcomes and action plans as well as reporting progress against action plan targets.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. An agreed revised process and schedule for BV reviews</b></li> <li><b>2. A summary on the web of Best Value review outcomes and progress against action plan targets</b></li> </ol>
<b>Status: Partially complete - expected completion date January 2009</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li><b>1. Council approved the replacement of a rolling programme of BV reviews with a rolling programme of Public Service Improvement Framework assessments in January 2008</b></li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>2. One BV review, Fleet Services, has been completed since summer 2006. The outcome and action plan is on Clacksweb but a more user-friendly summary needs to be put in place. This will be completed by January 2009</b></li> </ol>		
<b>Improvement Action</b>		<b>Lead Officer: Head of Strategic Policy</b>
<b>WC01</b>	<b>Publish review which reports progress against outcomes, with indicators and targets, and provide information on the Partnership's key activities over the 12 month period.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Agreed community planning performance framework</b></li> <li><b>2. Annual review published by the Alliance each year</b></li> </ol>
<b>Status: Completed April 2008</b>		

<b>Improvement Action</b>		<b>Lead Officer: Culture and Community Services Manager</b>
<b>WC02</b>	<b>Develop revised strategy for community learning and development to support community engagement in community planning</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Review of existing capacity</li> <li>2. Agreed revised strategy</li> </ol>
<b>Status: Partially complete - actions were originally expected to be complete by December 2008, however this may now slip</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. Following a meeting of Community Learning &amp; Development partners in June 2008, there was an agreement to change the make-up of the partnership and frequency of meetings</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>1. Given the new format and changing developments there is likely to be delay before a revised strategy can be reviewed and agreed with all partners and a realistic completion date set</li> </ol>		
<b>Improvement Action</b>		<b>Lead Officer: Head of Strategy and Policy</b>
<b>WC03</b>	<b>Improve Community Safety partnership.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Anti social behaviour integrated into CS strategy &amp; partnership</li> <li>2. Community safety indicators established</li> </ol>
<b>Status: Completed Spring 2007</b>		
<b>Improvement Action</b>		<b>Lead Officer: Strategy and Support Manager</b>
<b>WC04</b>	<b>Provide opportunities for economic regeneration</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Agree Eastern Area Regeneration Strategy</li> <li>2. Property Database developed</li> <li>3. Supply/demand review of business sites commissioned</li> <li>4. Agree implementation project plan</li> </ol>
<b>Status: Completed May 2006</b>		

<b>Improvement Action</b>		<b>Lead Officer: Head of Housing</b>
<b>WC05</b>	<b>Develop regeneration plans to improve housing and the environment in partnership with other agencies within the community planning framework.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Master plans developed</b></li> <li><b>2. Proposals developed for Community Scotland/Scottish Government funding</b></li> </ol>
<b>Status: Partially complete - expected completion date December 2008</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li><b>1. Progress has been made in relation to a pilot in Bowmar and undertaking consultation with the community and partners</b></li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>1. Complete Mater Plans by December 2008.</b></li> <li><b>2. The development of proposals for Community Scotland/Scottish Government funding are expected to be complete by December 2008</b></li> </ol>		

<b>Improvement Action</b>		<b>Lead Officer: Strategy and Support Manager</b>
<b>WC06</b>	<b>Deliver the Vision outlined by the Clackmannanshire Alliance Economic Development Framework</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Implement Project Actions within theme of 'Building Enterprise'</li> <li>2. Implement Project Actions within theme of 'Building Skills'</li> <li>3. Implement Project Actions within theme of 'Building Connections'</li> <li>4. Implement Project Actions within theme of 'Building Confidence'</li> </ol>
<b>Status: Partially complete - these actions are ongoing</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. The Tourism Strategy is complete</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>1. Further work is ongoing with Community Partners to implement all actions</li> <li>2. Currently working with Community Partners to implement actions</li> <li>3. Currently working with Community Partners to implement actions</li> <li>4. Currently working with Community Partners to implement actions</li> </ol>		
<b>Improvement Action</b>		<b>Lead Officer: Head of Strategic Policy</b>
<b>WC07</b>	<b>Develop greater strategic capacity for the Council.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Establishment of policy network internally</li> <li>2. Publication of policy briefings</li> <li>3. Host policy seminars</li> </ol>
<b>Status: Completed Autumn 2006</b>		

Improvement Action		Lead Officer: Head of BITS
WC08	Development of shared services with other local authorities and partner organisations.	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Identify areas for joint working</li> <li>2. Programme and timetable produced risks identified</li> <li>3. Implementation plan agreed</li> <li>4. Achieve greater economies of scale</li> </ol>
<b>Status: Partially complete - expected completion date March 2009</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. The 5 Councils Shared Service Project submitted a business case to the National Shared Services Board to establish a Shared Service Organisation (SSO) in Spring 2007. The feasibility study into joint working with Stirling Council is complete and has been submitted to the Scottish Government. The Diagnostic Pathway project has identified 7 key opportunities. Many of these have already been initiated as either projects or areas of work. For example, procurement, business systems integration and an admin review. National workshops are ongoing and Clacks is participating where appropriate.</li> <li>2. A programme and timetable for implementing the SSO was submitted and risks were identified. Meetings are planned for November 2008 for the Leaders and Chief Executives of the 5 councils (Clacks, Stirling, Falkirk, East Dunbartonshire and Perth &amp; Kinross) to discuss shared services options</li> <li>4. The Joint Buying Agreement between Clacks, Stirling and Falkirk Councils continues to offer economies of scale. A fibre optic connection has been developed in partnership with Stirling Council. Portals for procurement and recruitment have resulted in advertising costs reductions and the first national contact for office supplies was implemented on 1 September 2008, which Clacks will join in April 2009. Other opportunities will be identified as further national contracts are negotiated</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>3. On hold pending the outcome of the November 2008 meeting</li> </ol>		

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>WC09</b>	<b>Progress Shared Services Efficient Government bid</b>	<b>Actions:</b>  1. Obtain approval to proceed with business case
<b>Status: Partially complete - expected completion date March 2009</b>		
<b>Completed Actions</b> 1. See WC08 above  <b>Planned Actions</b> 1. See WC08 above		
<b>Improvement Action</b>		<b>Lead Officer: Head of Finance</b>
<b>BE1</b>	<b>Systematic (progressive) identification of efficiency savings arising from improvement processes and their impact on work considered core.</b>	<b>Actions:</b>  1. Services, in conjunction with Business Change team, to identify efficiency savings as part of budget process  2. Agreed corporate approach to measuring and reflecting back into budget process
<b>Status: Partially complete - expected completion date March 2009</b>		
<b>Completed Actions</b> 2. An agreed corporate approach to measuring and reflecting back into budget process was agreed at CMT in Autumn 2007  <b>Planned Actions</b> 1. The Council currently monitors efficiency savings generated through the involvement of the Business Improvement Team through the Customer First Programme Steering Group. The Council is in the process of developing its arrangements for monitoring and reporting efficiency savings through that Group, but does not yet have a systematic approach to monitoring, measuring or reporting the achievement of the efficiency savings generated through the budget process		

Improvement Action		Lead Officer: Head of Finance
BE2	Review and improve the capital planning process.	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Develop a methodology for prioritising capital bids ensuring fit with Customer First</li> </ol>
<b>Status: Partially complete - expected completion date March 2009</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. A methodology for prioritising capital bids has been developed and is being deployed for capital bids covering the period 2009 - 2012.</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>1. Work is ongoing to achieve closer fit with the Customer First programme.</li> </ol>		
Improvement Action		Lead Officer: Head of BITS
BE3	Review of procurement spending categories using new chart of accounts.	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Complete review by spending category</li> </ol>
<b>Status: Completed Winter 2006</b>		
Improvement Action		Lead Officer: Head of BITS
BE4	Procurement processes are more efficient and cost effective.	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Review Purchase To Pay process and agree council wide</li> <li>2. All procurement capable of being dealt with electronically</li> <li>3. Implement KPIs as recommended by McClelland Report</li> </ol>
<b>Status: Partially complete - expected completion date Spring 2009</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>2. All procurement is now capable of being dealt with electronically, although currently only operational within schools administration</li> <li>3. KPIs are in place and reported through the balanced scorecard</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>1. The review of the Purchase to Pay process is expected to be</li> </ol>		

	completed in Spring 2009. Progress has slipped due to delays with the general ledger. Business Change team resource has now been allocated to this work	
<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>BE5</b>	<b>Ensure the Council's risk assessment is updated in light of work done for Business Continuity.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Corporate risk assessment complete and action plan agreed</li> <li>2. Strategic and operational service assessments complete and action plans agreed</li> </ol>
<b>Status: Completed June 2008</b>		
<b>Improvement Action</b>		<b>Lead Officer: Head of HR</b>
<b>BE6</b>	<b>Ensure maximising flexible working opportunities.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Agreed commitment to home working; hot desking and other innovative approaches to employment practices and the use of property</li> </ol>
<b>Status: Partially complete - expected completion date March 2009</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. We have a stated commitment to flexible working, have highlighted options and possibilities and have produced a framework of policy and guidance for practice. A pilot exercise has been carried out to evaluate effectiveness of technology to support the work practices.</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>1. Ongoing implementation will be carried out in line with the Customer First Programme</li> </ol>		

<b>Improvement Action</b>		<b>Lead Officer: Head of Property Services</b>
<b>BE7</b>	<b>Actively Manage Property Assets.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Complete population of the data management system and test the system.</b></li> <li><b>2. Resolve mechanisms and processes for scrutiny by members</b></li> <li><b>3. Progress service strategies</b></li> </ol>
	<b>Status: Partially complete - expected completion date March 2009, however further slippage is possible</b>	
	<b>Completed Actions</b> <ol style="list-style-type: none"> <li><b>2. Specific decisions from the CAMP team will be referred to Council</b></li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>1. Delayed due to being more complicated and resource-intensive than first anticipated</b></li> <li><b>3. Proposals from the working groups will be formulated for Council approval</b></li> </ol>	

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>BE8</b>	<b>Agree and implement revised Planning and Performance Management framework.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li>1. Identify how the Council's planning and performance management framework can be improved</li> <li>2. Develop revised framework</li> <li>3. Approve and communicate revised framework</li> <li>4. Agreement of future corporate and service priorities with Elected members and CMT</li> <li>5. Implementation of an integrated service planning and 3 year budgeting approach</li> <li>6. Improved reports to elected members and officers</li> <li>7. Agree frequency of reports to Scrutiny (formerly Performance and Audit) Committee showing progress against Corporate Priorities</li> <li>8. Provide sufficient information in a format which allows reader to draw meaningful conclusions about service performance and assist the scrutiny process</li> </ol>
		<b>Status: Partially complete - expected completion date March 2009</b>
		<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. Improvements were identified and an integrated planning and performance framework was presented to and approved by CMT in July 2007</li> <li>2. Improvements were identified and an integrated planning and performance framework was presented to and approved by CMT in July 2007</li> <li>3. Improvements were identified and an integrated planning and performance framework was presented to and approved by CMT in July 2007</li> <li>4. Based on the approved integrated planning and performance framework, a final draft Corporate Plan comprising revised priority outcomes was approved at Council in June 2008</li> <li>7. The frequency of progress reports to Scrutiny (formerly</li> </ol>

**Performance and Audit) Committee showing progress against Corporate Plan priority outcomes was approved at Council in June 2008**

**Planned Actions**

**5. Implementation of an integrated service planning and 3 year budgeting approach is expected to be completed by March 2009.**

**6. Reports to elected members and officers have been improved based on feedback received. This is an ongoing area of work**

**8. Significant effort has gone into providing sufficient information in a format which allows the reader to draw meaningful conclusions about service performance and assist the scrutiny. This includes the inclusion of data relating to trends, comparisons and performance against target in performance reports. This is an ongoing area of work**

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>BE9</b>	<b>Develop and implement a Corporate Management Information Strategy.</b>	<b>Action:</b> <ol style="list-style-type: none"> <li>1. Defined management information requirements across the Council</li> <li>2. Agreed Management Information Strategy</li> <li>3. Agreed use, development and responsibilities for management information within the Council</li> <li>4. Agreed Project Plan for roll out across Council</li> </ol>
<b>Status: Partially complete - expected completion date March 2010</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. Defining management information requirements is being progressed on an ongoing basis through Business Improvement work</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>1. Complete the definition of management information requirements across the Council</li> <li>2. Agree Management Information Strategy</li> <li>3. Agree use, development and responsibilities for management information within the Council</li> <li>4. Agree Project Plan for roll out across Council</li> </ol>		
<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>BE10</b>	<b>Deliver a council-wide Change Programme (Customer First).</b>	<b>Action:</b> <ol style="list-style-type: none"> <li>1. Agreement of a Council-wide business change roadmap</li> </ol>
<b>Status: Completed April 2008</b>		

<b>Improvement Action</b>		<b>Lead Officer: Head of BITS</b>
<b>BE11</b>	<b>EFQM Excellence model integrated into Council processes.</b>	<b>Action:</b> <ol style="list-style-type: none"> <li><b>1. Develop project plan and identify associated support and costs for rolling out EFQM across the Council ensuring consolidated with other quality frameworks</b></li> <li><b>2. Implement programme</b></li> </ol>
<b>Status: Partially complete - expected completion date March 2011</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li><b>1. The Public Service Improvement Framework (PSIF), which is a variant of the EFQM Excellence Model, was approved by Council in January 2008. A PSIF implementation plan, 2008-11 was communicated in April 2008</b></li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>2. The implementation plan is currently being progressed on schedule, with completion due in 2011</b></li> </ol>		

<b>Improvement Action</b>		<b>Lead Officer: Head of HR</b>
<b>SOS1</b>	<b>Equal pay and single status addressed</b>	<b>Action:</b> <ol style="list-style-type: none"> <li>1. Equal pay and single status addressed</li> <li>2. % compensation offers take up</li> <li>3. Single status exercise finalised and employment package approved</li> </ol>
<b>Status: Partially complete - expected completion date April 2009</b>		
<p><b>Completed Actions</b></p> <ol style="list-style-type: none"> <li>2. Initial compensation offers were made to resolve historic equal pay claims to catering, cleaning and care staff with around a 90% take-up</li> </ol> <p><b>Planned Actions</b></p> <ol style="list-style-type: none"> <li>1. Equal pay and single status are being addressed although there remain major local and national issues to resolve; equal pay issues will continue indefinitely - at present implementation of Single Status is planned for April 2009</li> <li>2. Employment Tribunal cases - around 75 employees have chosen to pursue an equal pay case against us through independent lawyers. We are resisting these claims through the Employment Tribunal process, but are negotiating potential settlements for most cases</li> <li>3. The Council has underestimated the complexity and resources required to achieve the timescale set. Council has signalled commitment to implementation if a negotiated settlement is not achieved in the current process. The new pay and grading model, equality impact assessment and terms and conditions package are at an advanced stage. It is expected that these will be ready by January 2009 for implementation in April 2009</li> </ol>		

Improvement Action		Lead Officer: Head of HR
SOS2	Staff development - the implementation of Performance Review and Development - ensure progressing across services at acceptable rate.	<b>Action:</b> <ol style="list-style-type: none"> <li>1. Establish 2004/5 baseline.</li> <li>2. Integration with planning and performance mgt framework</li> <li>3. Establish measured improvements through balanced score card reporting</li> <li>4. Established systematic management training at senior and middle levels</li> </ol>
<b>Status: Partially complete - expected completion date March 2009</b>		
<p><b>Completed Actions</b></p> <ol style="list-style-type: none"> <li>1. Baseline established</li> <li>3. Reporting is in place and measured improvements have been achieved</li> <li>4. A Leadership Development Programme was systematically rolled out at senior and middle manager levels</li> </ol> <p><b>Planned Actions</b></p> <ol style="list-style-type: none"> <li>2. Integration with planning and performance management framework is expected to be completed by March 2009. Revision of the PRD process and promoting it across services is ongoing work</li> <li>4. The Leadership Development Programme was the first stage of assessing current strengths and development needs. Proposals for a further series of skills development programmes will be presented to CMT in November 2008</li> </ol>		
Improvement Action		Lead Officer: Head of HR
SOS3	To facilitate Council organisational development	<b>Action:</b> <ol style="list-style-type: none"> <li>1. Organisational Development framework in place to guide approach to change initiatives</li> </ol>
<b>Status: Completed Autumn 2006</b>		

<b>Improvement Action</b>		<b>Lead Officer: Head of HR</b>
<b>SOS4</b>	<b>To ensure staff equipped to do their job</b>	<b>Action:</b> <ol style="list-style-type: none"> <li>1. Leadership Development programmes extended across management tiers</li> <li>2. Action plan agreed to support managers redress key skills gaps and embed workforce and succession planning</li> </ol>
<b>Status: Partially complete - expected completion date March 2009</b>		
<b>Completed Actions</b> <ol style="list-style-type: none"> <li>1. Leadership Development programmes have been extended across management tiers</li> </ol> <b>Planned Actions</b> <ol style="list-style-type: none"> <li>2. A project plan for Workforce Planning which has been agreed by CMT, will be taken forward by the recently appointed OD Adviser</li> </ol>		
<b>Improvement Action</b>		<b>Lead Officer: Head of HR</b>
<b>SOS5</b>	<b>Conduct of overall employees attitude/satisfaction survey</b>	<b>Action:</b> <ol style="list-style-type: none"> <li>1. Survey commissioned</li> <li>2. Survey carried out</li> <li>3. Survey reported to CMT</li> <li>4. Survey report to members/staff</li> </ol>
<b>Status: Completed Autumn 2006</b>		
<b>Improvement Action</b>		<b>Lead Officer: Head of HR</b>
<b>SOS6</b>	<b>Develop Local/service specific employee feedback measures.</b>	<b>Action:</b> <ol style="list-style-type: none"> <li>1. Establish baseline</li> <li>2. Canvas options</li> <li>3. Set aspirations</li> </ol>
<b>Status: Completed Summer 2007</b>		

<b>Improvement Action</b>		<b>Lead Officer: Head of HR</b>
<b>SOS7</b>	<b>Consolidate and review in - house mediation provision.</b>	<b>Actions:</b> <ol style="list-style-type: none"> <li><b>1. Measure reduction in discipline/grievance work through HR timesheets</b></li> <li><b>2. Post-mediation evaluations</b></li> </ol>
<b>Status: Partially complete - expected completion date March 2009</b>		
	<b>Completed Actions</b>  <b>Planned Actions</b> <ol style="list-style-type: none"> <li><b>1. Relatively low level use and it is therefore not yet possible to demonstrate impact on HR time. Current awareness programmes will be extended</b></li> <li><b>2. Post-mediation evaluations will be extended once processes are fully utilised. There will be a re-launch of advice and guidance as part of the promotion of employee support services</b></li> </ol>	

**Appendix 2. Best Value Audit Improvement Plan**

<b>Improvement Action</b>		<b>Lead Officer: Head of Strategic Policy</b>
<b>No 1</b>	<b>Develop a clearer set of priorities for the council to better direct improvement activity and investment.</b>	
	<p><b>Status: Action Completed June 2008</b></p> <p>The Single Outcome Agreement and the revised Corporate Plan have been developed in tandem so there is a single set of priorities. These will also be consistent with the revised Community Plan.</p>	
<b>Improvement Action</b>		<b>Lead Officer: Head of Strategic Policy</b>
<b>No 2</b>	<b>Consistently articulate the vision and improvement themes for the area in key strategic documents and structures</b>	
	<p><b>Status: Action Completed Spring 2008</b></p> <p>The Council's vision is now clearly and consistently articulated in the SOA and the Corporate Plan which has been informed by consultation with our stakeholders. The current Community Plan priority outcomes feature prominently in the SOA and these have also been incorporated into the Corporate Plan. The new Community Plan will further strengthen this linkage when it is published in 2009, providing consistent vision and improvement themes across these 3 key documents.</p>	
<b>Improvement Action</b>		<b>Lead Officer: Head of Strategic Policy</b>
<b>No 3</b>	<b>Improve the leadership and demonstrable impact of community planning</b>	
	<p><b>Status: Action Completed March 2008</b></p> <p>Further to consultation with Clackmannanshire Alliance, the Council now has outcomes and performance indicators in the SOA that the Clackmannanshire Alliance have endorsed. Progress towards these and the implementation of the Fairer Scotland Fund will be reported back to the Council's Scrutiny Committee and the Alliance on a regular basis. The performance framework for these will ensure any impact can be demonstrated. Through the priority outcomes, the Council's leadership have been given clear direction and services are now progressing their service plans to contribute towards delivering the outcomes as appropriate.</p>	

<b>Improvement Action</b>	
<b>Lead Officer: Head of BITS</b>	
<b>No 4</b>	<b>Further develop the effectiveness of performance management arrangements to support effective scrutiny and the achievement of the vision for the area</b>
	<p><b>Status: Action Completed June 2008</b></p> <p><b>CMT approved to implement an Integrated Planning &amp; Performance Management Framework in July 2007. This document identified the linkages from the Community Plan to the Corporate Plan, and from there to Business Plans and ultimately to individual staff Performance Review and Development plans. This approach provides the "golden thread" from the delivery of SOA, through the Corporate Plan, budgets and service plans, through to individual staff activities via the PRD process.</b></p>
<b>Improvement Actions</b>	
<b>Lead Officer: Head of Admin and Legal</b>	
<b>No 5</b>	<b>Review the political management structure to ensure it provides for transparent scrutiny of decisions and an effective scrutiny role for the opposition</b>
	<p><b>Status: Action Completed June 2008</b></p> <p><b>After the Local Government elections in May, 2007, Member roles were redefined in Council. In January 2008 Council approved a report entitled "Role Descriptions for Elected Members and a Protocol for Member Training and Development Opportunities".</b></p> <p><b>The Scrutiny Committee is now chaired by the Leader of the main opposition party and non-Administration Members have the majority of places on the Scrutiny Committee. The Regulatory Committee is now chaired by the Council's only Conservative member; the Regulatory Sub-Committee is chaired by the only Liberal-Democrat member.</b></p>
<b>Improvement Actions</b>	
<b>Lead Officer: Head of Admin and Legal</b>	
<b>No 6</b>	<b>Continue to support and develop elected member training specifically in respect of leadership development and scrutiny</b>
	<p><b>Status: Action up to date. This is felt to be a continuous ongoing task</b></p> <p><b>After the elections of May 2007, all elected members were asked to complete a training needs analysis questionnaire. Every member returned a completed form. The results were used as the basis for a one to one development needs interview. Collective and individual Continuing Personal Development (CPD) and training plans were then</b></p>

	agreed. Members have been progressing these both individually and collectively since then.
<b>Improvement Actions</b>	
<b>Lead Officer: Head of Admin and Legal</b>	
<b>No 7</b>	<b>Update the scheme of delegation and review the clarity of the roles and responsibilities of elected members and officers</b>
	<p><b>Status: Action Completed January 2008</b></p> <p><b>A revised Scheme of Delegation was approved by Council in January 2008. This document clearly sets out the roles and responsibilities of Council, its committees and officers.</b></p>
<b>Improvement Action</b>	
<b>Lead Officer: Head of BITS</b>	
<b>No 8</b>	<b>Review and prioritise the corporate improvement plan in line with the council's strategic priorities and ensure that timescales are realistic</b>
	<p><b>Status: Action up to date. This is felt to be a continuous ongoing task</b></p> <p><b>Reviews of the Corporate Improvement Plan have been ongoing from 2006. The last review was carried out at CMT in August 2008. Priorities were aligned with Council and Community Planning Partnership priorities by March 2008 as we developed our SOA.</b></p> <p><b>Timescales are also kept under review and realigned when deemed necessary due to developing priorities. Some of the actions have been subsumed within other programmes (e.g. the Customer First Business Transformation Programme) and the time lines for these actions have been realigned accordingly. Similarly, as the complexity of some of the tasks have become apparent, revised timescales have been developed.</b></p>
<b>Improvement Action</b>	
<b>Lead Officer: Head of HR</b>	
<b>No 9</b>	<b>Extend the performance review and development process to include the Chief Executive</b>
	<p><b>Status: Action Completed December 2007</b></p> <p><b>This has been completed and a system is now in place.</b></p>
<b>Improvement Action</b>	
<b>Lead Officer: Head of Strategic Policy</b>	
<b>No 10</b>	<b>Improve the engagement and involvement of staff in the design and implementation of the council's improvement activity</b>
	<b>Status: Action Completed June 2008</b>

	<p>The consultation and decision-making process has been broadened with the establishment of the Senior Managers' Forum. The SMF is made up of approximately 40 senior managers representing all areas of the Council. Key strategic and improvement issues are discussed and debated at the forum.</p> <p>A key part of the Public Service Improvement Framework (PSIF) now in use in the Council is involvement of a representative "diagonal slice" of staff from all parts of a service to both identify strengths and areas of opportunity for improvement</p> <p>The Customer First Business Transformation Programme, has staff participation in Lean Systems Thinking workshops. This is a key component of identifying potential improvements for the service</p>		
<table border="1"> <tr> <td><b>Improvement Action</b></td> <td><b>Lead Officer: Head of BITS</b></td> </tr> </table>		<b>Improvement Action</b>	<b>Lead Officer: Head of BITS</b>
<b>Improvement Action</b>	<b>Lead Officer: Head of BITS</b>		
<b>No 11</b>	<b>Better demonstrate the competitiveness of the council's activities</b>		
	<p>Status: Action Completed March 2008</p> <p>The feasibility study into joint working with Stirling Council is complete and has been submitted to the Scottish Government. This includes a comprehensive set of comparative costs which will be studied over the coming period and updated with current year figures. Resource utilisation will also be evaluated against the Diagnostic project data, including comparison with other Councils where possible and appropriate.</p>		
<table border="1"> <tr> <td><b>Improvement Action</b></td> <td><b>Lead Officer: Head of Education and Head of Housing</b></td> </tr> </table>		<b>Improvement Action</b>	<b>Lead Officer: Head of Education and Head of Housing</b>
<b>Improvement Action</b>	<b>Lead Officer: Head of Education and Head of Housing</b>		
<b>No 12</b>	<b>Sustain a focus on improving service performance, particularly in key services such as housing management and maintenance, educational attainment and community services</b>		
	<p>Status: Action up to date. This is felt to be a continuous ongoing task</p> <p>Renewed focus on Performance in Housing, Education and Community services is now in place and this has evidenced significant improvement in almost all areas i.e. Balanced scorecard and inspection improvement plan</p> <p>Community Services has been enhanced and will continue to receive attention. Community Development Plan published autumn 2007. SPIs in these areas show improvement.</p>		
<table border="1"> <tr> <td><b>Improvement Action</b></td> <td><b>Lead Officer: Head of Admin and Legal</b></td> </tr> </table>		<b>Improvement Action</b>	<b>Lead Officer: Head of Admin and Legal</b>
<b>Improvement Action</b>	<b>Lead Officer: Head of Admin and Legal</b>		
<b>No 13</b>	<b>Improve its arrangement for holding to account the full range of arms-length organisations which it funds</b>		

	<p><b>Status: Action ongoing</b>  A paper was presented to Scrutiny Committee in Oct 2008 entitled "Following the Public Pound". This report created a central register of ALEO funding and is the first stage in compiling such a register from existing funding arrangements.</p> <p><b>Planned Actions:</b>  Outstanding procedural issues to be implemented to fully adhere to new guidance.</p>
<b>Improvement Action      Lead Officer: Head of Property and Head of Finance</b>	
<b>No 14</b>	<b>Continue to develop and improve the approach to capital planning and asset management</b>
	<p><b>Status: Action expected to be completed by March 2009</b></p> <p><b>Planned Actions:</b>  Still awaiting output from Asset Management Group. Action will follow the conclusion of this groups findings.</p>
<b>Improvement Plan      Lead Officer: Head of HR</b>	
<b>No 15</b>	<b>Develop a corporate approach to workforce planning</b>
	<p><b>Status: Action expected to be completed by December 2008</b></p> <p>Revised PRD process in place &amp; promoted across services.  Development programmes in place for new and middle level managers.  Corporate workforce planning approach agreed by CMT July 2008</p> <p><b>Planned Actions:</b>  HR working closely with HOS to identify workforce requirements and supporting national workforce planning initiative. Job evaluation being undertaken across the Council looking at relativities. SMF asked to look at rationalising working practices This remains a priority task. The National initiative is behind schedule. Progress made in sector specific areas.</p>
<b>Improvement Plan      Lead Officer: Head of Strategic Policy</b>	
<b>No 16</b>	<b>Monitor the effectiveness of existing mechanisms to meet the needs of the council and its partners within the community planning framework</b>
	<p><b>Status: Action completed Spring 2008</b></p> <p>This is being carried out as part of the current Community Plan review.</p>

<b>Improvement Plan</b>	<b>Lead Officer: Head of BITS</b>
<b>No 17</b>	<b>Develop a more integrated approach to review activity within the council and ensure that identified best value reviews are completed</b>
	<p><b>Status: Action completed Sept 2008</b></p> <p><b>PSIF approved at Council Jan 2008 as councils key BV/ self assessment tool.</b></p> <p><b>PSIF programme was approved by Council Apr 2008</b></p> <p><b>BVR of Housing Repairs presented to Scrutiny Committee Aug 2008</b></p>
<b>Improvement Plan</b>	<b>Lead Officer: Head of BITS</b>
<b>No 18</b>	<b>Continue to develop and embed arrangements for managing staff, customer care and procurement</b>
	<p><b>Status: Action is expected to be completed by March 2009 and will be reviewed on an annual basis</b></p> <p><b>Draft Customer Charter was presented to CMT for consultation in September 2008.</b></p> <p><b>Customer First Steering Group continues to work on developing a sound corporate approach to customer care.</b></p> <p><b>Planned Actions:</b></p> <p><b>Procurement strategy will be presented to CMT by end of 2008.</b></p> <p><b>Contract Standing orders are currently being reviewed.</b></p> <p><b>Procurement issues being dealt with on an authority wide basis to smooth out costs</b></p>
<b>Improvement Plan</b>	<b>Lead Officer: Head of BITS</b>
<b>No 19</b>	<b>Further develop PPR to ensure it provides a balanced account of the council's performance, reported in a variety of accessible formats</b>
	<p><b>Status: Action completed October 2007</b></p> <p><b>Revised approach approved by CMT October 2007.</b></p>
<b>Improvement Plan</b>	<b>Lead Officer: Head of BITS &amp; Head of HR</b>
<b>No 20</b>	<b>Continue to embed the council's arrangements in respect of customer care, equal opportunities and sustainable development</b>

**Status: Action is expected to completed by March 2009 and will be reviewed on an annual basis**

**Draft Customer Charter was presented to CMT for consultation in September 2008.**

**Customer First Steering Group continues to work on developing a sound corporate approach to customer care.**

**An Equality Impact Assessment Toolkit has been developed.**

**A Draft Sustainability and Climate Change Strategy was approved by Council in June 2008 and approved for public consultation.**

**PSIF provides services with a self assessment tool to assess against all these areas.**

**Planned Actions**

**Work is ongoing in these areas:**

**Customer care is part of the Customer First Strategy**

**Statutory Equalities statements and policies to be updated on agreed timescales.**

**Customer First Steering Group continuing to work on developing a sound corporate approach to customer care, equal opportunities and sustainability. Procurement issues being dealt with on an authority wide basis to maximise efficiencies.**

**Complete public consultation on Climate Change Strategy**



**CLACKMANNANSHIRE COUNCIL**

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**Report to Council of 6th November 2008**

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**Subject: B9140 Realignment of Bends (Collylands to Glenochil - West)**

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**Prepared by: Mac West, Roads & Transportation Manager**

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**1.0 SUMMARY**

- 1.1. Tenders have been returned for the proposed realignment of the B9140 between Glenochil and Collyland Roundabout. The lowest tender combined with other project costs is above the budget currently allocated for the project and it is proposed to vire funds from other transportation related budgets to allow the project to proceed on programme.

**2.0 RECOMMENDATIONS**

- 2.1. It is recommended that Council
- authorise the acceptance of the tender submitted by Kilmac Construction Ltd.
  - approve the proposed virement of £103,000 to allow the project to proceed.

**3.0 BACKGROUND**

- 3.1. One of the Council's main long term transportation objectives is upgrading the length of the B9140 from west to east to create a strategic east - west route from one side of the County to the other. Tullibody Bypass has been completed, as has Muirside Roundabout and Collyland Roundabout. The next planned phase is to improve the section of road between Glenochil and Collyland. Budget provision of £848,000 has been made to cover design, supervision, public utilities, land costs, site surveys and construction.
- 3.2. The project has been designed and competitive tenders have been obtained for the construction work.

<u>Tenderer</u>	<u>Tender Value</u>
Kilmac Construction Ltd.	£856,941.63
R.J.McLeod (Contractors) Ltd.	£947,164.00

Luddon Construction Ltd.	£953,113.94
Marshall Construction Ltd.	£984,106.56
Roads Contracts	£985,890.00
Tarmac Ltd National Contracting	£1,105,190.58

3.3. The lowest tender is that submitted by Kilmac Construction Ltd amounting to £856,941.63. To this must be added

Design Costs	£28,500.00
Site Supervision	£15,000.00
PU Diversions (Estimate)	£37,000.00
Land Costs (Estimate)	£10,000.00
Site Surveys	£ 3,500.00
Total	£94,000.00

This results in an anticipated total project cost of £951,000 against an available budget of £848,000 i.e. a deficit of £103,000. A number of factors have contributed to this variance including the length of the scheme necessary to achieve a suitable tie-in to the existing road and inflation which has been particularly high in the construction industry.

3.4. All options for reducing the construction cost have been considered and no potential for savings has been identified.

3.5. To allow the project to proceed it is proposed to vire funds from other transport related Capital Projects. It is proposed to vire £50,000 from 20mph Speed Reduction leaving a balance of £50,000 and £53,000 from Public Transport and Walking leaving a balance of £88,000. These balances will allow the greatest priorities to be addressed in these areas.

#### **4.0 CONCLUSIONS**

4.1. Kilmac Construction Ltd have submitted the lowest tender for the construction work but this still results in a total project cost above the available budget. To allow the project to proceed it will be necessary to supplement the available budget. It is proposed to do this by viring funds from other transportation related projects.

#### **5.0 SUSTAINABILITY IMPLICATIONS**

5.1. This project will improve road safety, reduce congestion and fuel consumption as well as aid economic development.

## 6.0 FINANCIAL IMPLICATIONS

- 6.1. The total projected project cost is above the allocated budget by £103,000. It is possible to accommodate this by viring funds from other transport related projects.

### Projected Cash Flow

Element	Total	2008/09	2009/10
Construction	£857,000	£844,000	£13,000
Fees	£43,500	£43,000	£500
PU's, Land & Surveys	£50,500	£50,500	Nil
Total	£951,000	£937,500	£13,500

## 6.2. Declarations

- (1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Corporate Priorities (Key Themes)** (Please tick )

- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| Achieving Potential                   | <input type="checkbox"/>            |
| Maximising Quality of Life            | <input checked="" type="checkbox"/> |
| Securing Prosperity                   | <input checked="" type="checkbox"/> |
| Enhancing the Environment             | <input checked="" type="checkbox"/> |
| Maintaining an Effective Organisation | <input type="checkbox"/>            |

- **Council Policies** (Please detail)

Local Transport Strategy

Asset Management

- **Community Plan (Themes)** (Please tick )

- |                      |                                     |
|----------------------|-------------------------------------|
| Community Safety     | <input checked="" type="checkbox"/> |
| Economic Development | <input checked="" type="checkbox"/> |

- |   |   |
|---|---|
| Environment and Sustainability  | ✓ |
| Health Improvement  | ✓ |
| (2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick <input checked="" type="checkbox"/> )   | ✓ |
| (3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick <input checked="" type="checkbox"/> ) | ✓ |

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Head of Service

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Director

**Report to Council**

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Mac West	Date: 15 October 2008
Service: Development & Environmental Services	
Date of Meeting: 6th November 2008	
Title of Report: B9140 Realignment of Bends (Collyland to Glenochil - West)	

Recommendation that the attached report be:

1. Given unrestricted circulation	<input checked="" type="checkbox"/>	
2. Taken in private	<input type="checkbox"/>	

By virtue of paragraph \_\_\_\_ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. None
- 2.
- 3.
- 4.

List of Background Papers (if none, state "none")

1. None
- 2.
- 3.
- 4.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.



**CLACKMANNANSHIRE COUNCIL**

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**Report to Council of 6th November 2008**

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**Subject: Resolution under Antisocial Behaviour etc. (Scotland) Act 2004**

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**Prepared by: Ian Doctor Health and Consumer Services Manager**

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**1.0 SUMMARY**

- 1.1. A resolution requires to be passed by the Council to enable the application of Part 5 of the Antisocial Behaviour etc. (Scotland) Act 2004 – Noise nuisance.
- 1.2. The noise control periods set in the current noise resolution are limiting the application of the powers and it is therefore proposed to change the periods to cover the whole week.

**2.0 RECOMMENDATIONS**

- 2.1. The Council approves the terms of the proposed resolution detailed in Annex 2 and agrees to revoke the current resolution with effect from 1st February 2009.

**3.0 BACKGROUND**

- 3.1. Part 5 of the Antisocial Behaviour etc.(Scotland) Act 2004 contains powers, including the ability to issue fixed penalty notices, to help Local Authorities deal with antisocial noise emanating from accommodation. Those powers can only be utilised where the Local Authority has passed a resolution.
- 3.2. This Council already has a resolution as approved by the Council at its meeting of 13th April 2006 a copy of which is contained in Annex 1.
- 3.3. The service has been able to, on most occasions, use the powers in the legislation successfully but in some cases they have either been hindered or unable to do so due to the limited periods set within the noise resolution.
- 3.4. The periods were restricted in the past because of conditions placed by the Scottish Government through the ring fenced grant provided for enforcing the provisions of part 5 of the legislation. The ring fencing has now been removed allowing more flexibility in how the current and other staff resources can potentially be used to provide a service at other times and days of the week.

#### 4.0 RESOLUTION

- 4.1. To utilise Part 5 provisions a resolution must be passed by the authority. This resolution must specify a commencement date for the noise control provisions, the noise control periods (days and times of the week) and which areas of Clackmannanshire it relates to.
- 4.2. It is proposed that the new resolution covers the whole week, so that the provisions of the legislation can be used any day and any time of the week. This would give flexibility to deal with the varying pattern of noise complaints and in turn help provide a better service to the public.
- 4.3. The legislation requires a two month period to elapse between passing of the resolution and its commencement, essentially to allow for publicity and notification to the Scottish Government and neighbouring Councils. The proposed date for commencement of the new resolution is therefore 1st February 2009.

#### 5.0 CONCLUSIONS

- 5.1. Noise complaints can occur at any time during a week and by passing the proposed new resolution the Part 5 legislation can be used to better effect and help protect victims of Antisocial noise.

#### 6.0 SUSTAINABILITY IMPLICATIONS

- 6.1. See completed checklist.

#### 7.0 FINANCIAL IMPLICATIONS

- 7.1. There are no financial implications. Current staffing resources will be used more flexibility to address calls in the new noise control periods.

#### 8.0 Declarations

- (1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Corporate Priorities (Key Themes)** (Please tick )

- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| Achieving Potential                   | <input type="checkbox"/>            |
| Maximising Quality of Life            | <input checked="" type="checkbox"/> |
| Securing Prosperity                   | <input type="checkbox"/>            |
| Enhancing the Environment             | <input type="checkbox"/>            |
| Maintaining an Effective Organisation | <input type="checkbox"/>            |

- **Council Policies** (Please detail)

• **Community Plan (Themes)** (Please tick )

- Community Safety
- Economic Development
- Environment and Sustainability
- Health Improvement

- (2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick )
- (3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick )

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Head of Service

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Director

**Report to Council**

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Ian Doctor	Date: 30 September 2008
Service: Development & Environmental Services	
Date of Meeting: 6th November 2008	
Title of Report: Resolution under Antisocial Behaviour etc. (Scotland) Act 2004	

Recommendation that the attached report be:		
1. Given unrestricted circulation	<input checked="" type="checkbox"/>	(tick appropriate box)
2. Taken in private	<input type="checkbox"/>	
By virtue of paragraph ____ of schedule 7A, Local Government (Scotland) Act 1973.		

Appendices attached to this report (if none, state "none")
1. Current resolution
2. Proposed resolution
3.
4.

List of Background Papers (if none, state "none")
1. Report to Council of 13th April 2006
2.
3.
Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.

Annex 1 - Current resolution

**CLACKMANNANSHIRE COUNCIL ADOPTED THE UNDERNOTED  
RESOLUTION ON THE 13th April 2006**

**ANTISOCIAL BEHAVIOUR ETC (SCOTLAND) ACT 2004**

**PART 5 NOISE NUISANCE**

**SECTION 41 RESOLUTION**

It is resolved in terms of Section 41 of the Antisocial Behaviour Etc (Scotland) Act 2004 and regulations made thereunder that the provisions of Sections 43 to 47 of the Act will apply to the whole area of Clackmannanshire Council.

The noise control period is part of the week on Thursday, Friday and Saturday between the hours of 19.00 and 07.00 at all times during the year, excepting the period between 09.00 on the last working day before Christmas and 19.00 on the first working day after New Year's Day.

The commencement date of this resolution is 13 July 2006.

**Under these new provisions if an officer of the local authority considers that the noise being emitted from a dwelling exceeds, or may exceed, the relevant permitted noise level, the officer may issue a Warning Notice under Section 44. Where that Warning Notice is not complied with, the person responsible for the noise will have committed an offence. The officer may then issue a fixed penalty notice.**



Annex 2 - Proposed resolution

**ANTISOCIAL BEHAVIOUR ETC (SCOTLAND) ACT 2004**

**PART 5 NOISE NUISANCE**

**SECTION 41 RESOLUTION**

It is resolved in terms of Section 41 of the Antisocial Behaviour Etc (Scotland) Act 2004 and regulations made thereunder that the provisions of Sections 43 to 47 of the Act will apply to the whole area of Clackmannanshire Council.

The noise control period is 0000 hours Monday to 2400 hours Sunday for every week in the year.

The commencement date of this resolution is 1st February 2009.

**Under these new provisions if an officer of the local authority considers that the noise being emitted from a dwelling exceeds, or may exceed, the relevant permitted noise level, the officer may issue a Warning Notice under Section 44. Where that Warning Notice is not complied with, the person responsible for the noise will have committed an offence. The officer may then issue a fixed penalty notice.**



**CLACKMANNANSHIRE COUNCIL**

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**Report to Council of 6 November 2008**

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**Subject: Disposal of Commercial Premises (Shop) at 61 Main Street,  
Sauchie**

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**Prepared by: George Adamson, Team Leader, Property Asset  
Management**

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**1.0 SUMMARY**

- 1.1. This report is seeking a Council decision in respect of the disposal of commercial premises owned by Clackmannanshire Council which are currently tenanted and whereby the tenant wishes to acquire the property outright.
- 1.2. The subject property at 61 Main Street is currently a Spar Food Store and Licensed Grocery shop with a Class 1 planning use and is a ground floor shop unit within a 3 storey mid terraced building which also has a 1 storey rear extension set back from Main Street.
- 1.3. The current tenant of 61 Main Street, Glen Groceries Ltd, has expressed a desire to purchase the premises which is currently leased from the Council. Glen Groceries Ltd has leased the premises since 28 July 2000.

**2.0 RECOMMENDATIONS**

- 2.1. It is recommended that the property be sold to the Tenant, Glen Groceries Ltd for a price to be determined by reference to the District Valuer.

**3.0 BACKGROUND**

- 3.1. The properties in Main Street, Sauchie form a cluster of small shop premises which are all currently owned by the Council and leased out to a variety of occupiers who provide a valued business in the local community.
- 3.2. In the mid to late 1990's, due to the general downturn in property values and demand, the shops in Main Street Sauchie did suffer from a lack of demand, resulting in economic decline. During this particular period there were a number of vacant shop premises.
- 3.3. Over the past 5 to 7 years, demand for commercial premises has improved significantly and as a result the majority of the shop premises are now occupied on commercial lease terms.

3.4. Glen Groceries Ltd has leased the premises since 28 July 2000.

#### 4.0 CONCLUSIONS

4.1. To sell the property to Glen Groceries Ltd for a sum to be determined by the District Valuer.

#### 5.0 SUSTAINABILITY IMPLICATIONS

5.1. To allow the occupying Tenant to develop and invest in their business and to continue to provide a service to the local community.

#### 6.0 FINANCIAL IMPLICATIONS

6.1. On the assumption that the Council agree to the disposal of this shop to the present occupier, then this would generate a one off capital payment to be determined by the District Valuer.

6.2. Should the Council no longer lease the property then a reduction of £4,600 would be received per annum to the Housing Revenue Account.

#### 7.0. DECLARATIONS

(1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Corporate Priorities (Key Themes)** (Please tick )

Achieving Potential	<input checked="" type="checkbox"/>
Maximising Quality of Life	<input type="checkbox"/>
Securing Prosperity	<input type="checkbox"/>
Enhancing the Environment	<input checked="" type="checkbox"/>
Maintaining an Effective Organisation	<input checked="" type="checkbox"/>

- **Council Policies** (Please detail)

- Decision on Council Policy to be taken on principle of selling existing Tenanted commercial premises.

- **Community Plan (Themes)** (Please tick )

Community Safety	<input type="checkbox"/>
Economic Development	<input checked="" type="checkbox"/>

Environment and Sustainability   
Health Improvement

(2) In adopting the recommendations contained in this report,  
the Council is acting within its legal powers. (Please tick )

(3) The full financial implications of the recommendations contained  
in this report are set out in the report. This includes a reference  
to full life cycle costs where appropriate. (Please tick )

\_\_\_\_\_  
Head of Service

\_\_\_\_\_  
Director

**Report to**

To accompany all Reports to

To: Head of Administration And Legal Services

Author: George Adamson

Service: Development and Environment

Date of Meeting: 6 November 2008

Title of Report: Sale of 61 Main Street, Sauchie

Recommendation that the attached report be:

1. Given unrestricted circulation

<input checked="" type="checkbox"/>
<input type="checkbox"/>

(tick appropriate box)

2. Taken in private

By virtue of paragraph \_\_\_\_ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. None

2.

3.

4.

List of Background Papers (if none, state "none")

1. None

2.

3.

4.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.

**CLACKMANNANSHIRE COUNCIL**

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**Report to Council of November 6th 2008**

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**Subject: School Crossing Patrols in Clackmannanshire:  
Disestablishment of posts**

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**Prepared by: Rosemary Champion, Support Services Manager**

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**1.0 SUMMARY**

- 1.1. This report lists the School Crossing Patrol posts to be disestablished as a result of budget cuts approved for 2008/09 and the reasons for their selection for disestablishment.

**2.0 RECOMMENDATIONS**

- 2.1. It is recommended that Clackmannanshire Council approve the immediate disestablishment of the seven posts listed in Appendix 4.
- 2.2. Clackmannanshire Council is also asked to approve the disestablishment, as opportunity arises due to staff turnover or relocation, of SCP sites that are, or become, supported by light controlled crossings, unless exceptional circumstances apply. Posts currently supported by light controlled crossings are listed in Appendix 2.

Council is asked to note that the continuing provision complies with (Appendix 1), or exceeds (Appendix 3), guidance issued by Local Authority Road Safety Officers Association.

**3.0 BACKGROUND**

- 3.1. As part of the process for setting its budget for 2008/09, Clackmannanshire Council approved the disestablishment of nine school crossing patrol (SCP) posts, to deliver a saving of £25,000 in a full financial year. A further report to Council was requested listing the posts which had been identified for disestablishment and the justification for this. Further examination of existing posts has led to this paper recommending the disestablishment of seven posts only.
- 3.2. The School Crossing Patrol Services is a permissive, not a statutory function. The Local Authority Road Safety Officers Association (LARSOA), in conjunction with the Royal Society for the Prevention of Accidents (RoSPA) produce guidance for Local Authorities on the management of school crossing patrols.

- 3.3. School Crossing Patrol personnel, when in the correct uniform and displaying the correct crossing pole, have the power to stop traffic. In effect, a School Crossing Patrol performs the same function as a zebra or light controlled crossing.
- 3.4. Even where a SCP is provided, parents remain responsible for ensuring their children's safety, just as they do when a zebra or light controlled crossing is provided. Some parents may regard the provision of a SCP as an indication that the Authority is assuming responsibility for the safety of their children on their whole journey to and from school but, clearly, the responsibility for ensuring the safe passage of children to and from school rests with the parent. S/he must decide when his / her child is mature enough to undertake the journey to school without adult supervision.
- 3.5. Clackmannanshire Council took over the management of School Crossing Patrols Service from Central Scotland Police in 1997. The Council has not formally approved criteria for either establishing or disestablishing SCP, so for the purposes of this exercise the criteria in the LARSOA Guidelines have been applied, since these form the basis for the Council's management of the SCP Service.
- 3.6. The LARSOA criteria for the establishment (and therefore, conversely, the disestablishment) of school crossing patrols is based on the  $PV^2$  count ( $P$ =number of pedestrians,  $V$ = number of vehicles). The  $PV^2$  count provides a measure of both the potential conflict and delays experienced by pedestrians by taking account of the number of pedestrians and vehicles at a particular site at a particular time. Furthermore, a series of "Adjustment factors", based on known site conditions can be applied to the base  $PV^2$  count, where the  $PV^2$  count does not clearly determine the need, or otherwise, for a Patrol site.
- 3.7. The LARSOA procedure for determining whether or not a Patrol Site is justified comprises six parts:
  1. Pedestrian and vehicle count
  2. Calculation of  $PV^2$  rating
  3. Comparison with adopted criteria threshold level
  4. Consideration of Adjustment Factors (where appropriate). Adjustment Factors include the width of roads and pavements, sight lines, traffic speeds and age of children crossing
  5. Recalculation and recheck of  $PV^2$  against the adopted criteria threshold level
  6. Consideration of additional facilities e.g. zebra or light-controlled crossings
- 3.8. The LARSOA guidance for Step 3 and 5 recommends that if the  $PV^2$  count is above 4 million, then a Patrol site is justified. A  $PV^2$  count of less than

1,333,333 does not justify a Patrol site. Where counts fall between these two levels, further investigations and application of Adjustment Factors is recommended.

- 3.9. All 32 SCP sites were reviewed in 2006; at that time 14 sites had a PV<sup>2</sup> count of under 4 million, with 7 of those being under 1,333,333. The 14 sites have been reassessed during May and September 2008, to provide up to date information. In all cases, a PV<sup>2</sup> count has been carried out, the site assessed and the appropriate Adjustments applied. The information is listed in the appendices.
- 3.10. The assessment identifies eight posts that, under the LARSOA assessment criteria, have PV<sup>2</sup> counts of under 1,333,333. A further four sites have PV<sup>2</sup> counts of between 1,333,333 and 4,000,000. Adjustments have been applied in all cases but all twelve posts remain below the threshold for a post.
- 3.11. Since 1996, Clackmannanshire Council has invested significant resources in establishing other pedestrian crossings including zebra and light controlled crossings, such as pelican, puffin and toucan crossings. These crossings carry out the same function as School Crossing Patrols, but are available to the community 24/7.
- 3.12. Currently, fourteen School Crossing Patrols operate on either a zebra (8) or light controlled crossing (6). LARSOA guidance states that “having both (School Crossing Patrol and light controlled crossing) in place at the same site is a duplication of resources and may be confusing for drivers”. The guidance further states that “School Crossing Patrols should not be located on light controlled crossings unless there are exceptional circumstances such as poor driver behaviour (e.g. red light running) or large groups of children crossing and concern exists regarding their age and ability to use the facility correctly”.
- 3.13. Five of the twelve low count posts are located directly outside schools and it is recognised that they contribute positively to the general management of traffic around the school, while on duty.
- 3.14. In conclusion, it is recommended that seven of the twelve sites with counts under 4,000,000 be disestablished, retaining the sites at:
  - Grange Road, at school gates, St John's PS
  - Forth Crescent, outside St. Mungo's PS
  - Lochies Road, at school gates, Clackmannan PS
  - The Orchard, outside St Bernadette's PS
  - Fir Park, at school gates, Tillicoultry

The four appendices have details of posts recommended for disestablishment and retention

- 3.15. It is further recommended that sites which are, or become, supported by light controlled crossings be disestablished as the opportunity arises i.e. as existing staff leave the service or are transferred to other sites, unless exceptional circumstances apply.
- 3.16. In terms of the implications for existing staff, Unison was briefed on 21<sup>st</sup> April about the possible implications of the budget decision. On 1<sup>st</sup> May, all School Crossing Patrol staff were invited to meet with management to be briefed on the position at that time. All staff have been issued with letters outlining the Council's determination to avoid compulsory redundancies and seeking interest in voluntary severance.
- 3.17. Currently, six of the existing 32 posts are vacant, including four posts recommended for disestablishment. Existing permanent staff were invited to express interest in voluntary severance; seven have expressed interest and figures are being calculated. In the event of posts being disestablished, some staff may be relocated and will receive excess travel expenses, in accordance with the Council's policy. In relocating staff, personal circumstances will be taken into consideration.

#### **4.0 CONCLUSIONS**

- 4.1. Having taken the decision to reduce the number of School Crossing Patrols posts, the LARSOA guidance has been applied to local circumstances and seven posts have been identified for immediate disestablishment.
- 4.2. There is a duplication of resource where SCP are deployed at light-controlled crossings which should be eliminated unless exceptional circumstances prevail.

#### **5.0 SUSTAINABILITY IMPLICATIONS**

- 5.1. See attached.

#### **6.0 FINANCIAL IMPLICATIONS**

- 6.1. The Council has already agreed to a reduction in the budget for School Crossing patrols of £25,000 from April 2008. The disestablishment of these seven posts will allow a significant reduction in expenditure. If these posts are not disestablished, the budget for School Crossing Patrols will overspend by around £20,000.
- 6.2. The disestablishment of further posts on light controlled crossings, as opportunity arises, will allow further savings to be realised or release funding for investment in additional crossings or child pedestrian training.

#### **6.3. Declarations**

(1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Corporate Priorities (Key Themes)** (Please tick )

- Achieving Potential
- Maximising Quality of Life
- Securing Prosperity
- Enhancing the Environment
- Maintaining an Effective Organisation

- **Council Policies** (Please detail)

- **Community Plan (Themes)** (Please tick )

- Community Safety
- Economic Development
- Environment and Sustainability
- Health Improvement

(2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick )

(3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick )

\_\_\_\_\_  
Head of Service

\_\_\_\_\_  
Director

**Report to Council**

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Rosemary Champion, Support Services Manager	Date: 24th September 2008
Service: Services to People: Support Services	
Date of Meeting: November 6th, 2008	
Title of Report: School Crossing Patrols in Clackmannanshire: Disestablishment of posts	

Recommendation that the attached report be:

1. Given unrestricted circulation

✓

(tick appropriate box)

2. Taken in private

By virtue of paragraph \_\_\_\_ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. List of School Crossing patrol sites showing nine posts recommended for disestablishment
- 2.
- 3.
- 4.

List of Background Papers (if none, state "none")

1. None
- 2.
- 3.
- 4.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.

## Report to Clackmannanshire Council of November 6th 2008

## Appendix 1

Posts to be retained on the basis of having a PV2 count of greater than 4 million and not being currently supported by a light controlled crossing

Location	School	Crossing Type	PV <sup>2</sup> count am
Alloa Rd at Muirside Rd, Tullibody (B9096)	Banchory, St Serfs and Abercromby PS	Zebra Crossing	22,082,416
Brook St, Alva (B908)	Alva PS		17,749,732
Stirling St/Norton St, Alva	Alva PS	Zebra Crossing	16,689,645
Sunnyside Rd/Ashley Terr, Alloa	Sunnyside PS	Zebra Crossing	15,624,248
High St, Tillicoultry	Tillicoultry PS		13,952,848
Alloa Rd at school, Fishcross	Fishcross PS	Zebra Crossing	11,172,875
Crossing at Abercromby PS, Tullibody	Abercromby PS		10,762,360
Fairfield/Pompee Rd, Sauchie (B908)	Craigbank PS		9,367,844
Paton St/Tullibody Rd, Alloa (B9096)	Sunnyside PS	Zebra Crossing	8,715,152
Stirling Rd/Alexandra Dr, Alloa (A907)	St Johns PS		8,348,032
East Burnside/Bridge St, Dollar, (A91)	Strathdevon PS	Zebra Crossing	7,429,562
Claremont/Gean Rd, Alloa	Claremont PS		7,092,725
Stirling Rd near Baingle Brae, Tullibody	Abercromby PS and St Bernadette's PS	Zebra Crossing	4,948,864
Ashley Terr/Erskine St, Alloa	Sunnyside PS		4,758,711
<b>14 posts</b>			



## Report to Clackmannanshire Council of November 6th 2008

## Appendix 2

### School Crossing Patrol Assessments

Posts to be disestablished as they become vacant because they are now light controlled crossings

Location	School	Crossing Type	PV <sup>2</sup> count am
Alloa Rd/Menstrrie Rd, Tullibody	Abercromby PS	Pelican Crossing	Busy
Stirling St, Alva at Crossing	Alva PS	Pelican Crossing	20,771,586
Alloa/Stirling Low road, Station Rd, Alloa (A907)	Abercromby PS	Pelican Crossing	18,606,429
Clackmannan Rd, Alloa, at Alloa Centre (A907)	Park PS	Puffin Crossing	7,702,189
Main St/School Lane, Menstrrie at Chemists	Menstrrie PS	Toucan Crossing	4,752,018
Main St/Beechwood, Sauchie	Craigbank PS and Deerpark PS	Pelican crossing	4,504,149
<b>6 posts</b>			



## Report to Clackmannanshire Council of November 6th 2008

## Appendix 3

Posts to be retained although PV2 counts are below 4 million, on the basis of position directly outside school gates and in recognition of the contribution to overall traffic management

Location	School	Crossing Type	PV <sup>2</sup> count am
The Orchard/Abercromby Pl, Tullibody	Abercromby PS		1,611,114
Grange Road Alloa at St Johns PS	St Johns PS		1,128,758
Lochies Rd at school gate, Clackmannan	Clackmannan PS		498,276
Fir Park at school gates, Tilllicoultry	Tilllicoultry PS		344,630
Forth Cres, Alloa Mungo's PS	St Mungo's		229,991
<b>5 posts</b>			



## Report to Clackmannanshire Council of November 6th 2008

## Appendix 4

Posts to be disestablished immediately on the basis of PV2 count below 4 million and location not at school gates.

Location	School	Crossing Type	PV <sup>2</sup> count am
Greygoran/Newtonshaw, Sauchie	Craigbank PS		2,363,164
Stalker Av, Tillicoultry	Tillicoultry PS		1,537,647
Whins Rd/Argyll St, Alloa	Sunnyside PS		1,493,562
Alloa Rd/South Pilmuir Rd, Clackmannan	Clackmannan PS		637,585
Main St/Kirkwynd, Clackmannan	Clackmannan PS		399,494
Devon Rd/Kilincraigs Rd, Alloa	Park PS		355,647
Alloa Rd/Kirkwynd, Clackmannan	Clackmannan PS	Zebra Crossing	194,619
<b>7 posts</b>			



**CLACKMANNANSHIRE COUNCIL**

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**Report to Council of 6 November 2008**

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**Subject: Corporate Parenting in Clackmannanshire Council**

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**Prepared by: Jim Burke, Senior Manager, Child Care Services**

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**1.0 SUMMARY**

1.1 When a child is taken into care, the Council takes on the parental responsibility of supporting that child to fulfil its potential in a way set out in the strategy document published in 2007 - "*Scotland's Looked After Children and Young People: We Can and Must Do Better*".

1.2 The above document and the newly published "*These Are Our Bairns*"; a guide for community planning partnerships on being a good corporate parent; make recommendations for Councils, teachers, social workers and health workers, including:

- reminding Councils of their role and responsibility as corporate parents
- improving training for teachers and other professionals to ensure that they have the skills to deal with these pupils
- providing key workers with guidance on their role and supporting individual young people
- ensuring that Councils continue to provide young people with support beyond their 18th birthday, including financial support for those going on to further and higher education

1.3 The Scottish Government definition of corporate parent is "*the formal and local partnerships needed between all local authority departments and services, and associated agencies, who are responsible for working together to meet the needs of Looked After Children and young people*".

**2.0 RECOMMENDATIONS**

2.1 Council is recommended to note the setting up of a Corporate Parenting Group which will produce a corporate parenting strategy addressing all aspects of the life of a looked after young person, including:

- stability and continuity of their living arrangements
- the nature and level of support expected from all Council services

- strategies and structures for the most effective and successful educational outcome for a looked after young person in our educational resources
  - the health and well-being of a looked after young person during and after their period of care
  - the planning and arrangements for the time after a young person leaves the looked after system including their further education, training, or employment opportunities, accommodation and support needs.
- 2.2 It is further recommended that the Corporate Parenting Group reports regularly to the Alliance and Scrutiny Committee, producing an annual report on progress and outcomes for looked after young people.

### **3.0 BACKGROUND**

- 3.1. The *"Looked After Children and Young People: We Can and Must Do Better"* report sets out 19 specific and targeted actions designed to deliver under 5 key themes identified in the report: working together; being effective life-long learners; developing into successful and responsible adults; being emotionally, mentally and physically healthy; and, feeling safe and nurtured in a home setting.
- 3.2 The report highlights and addresses 8 notable messages:
- the importance of the corporate parent role
  - the need to raise awareness of the educational needs of looked after children and young people and improve training for all foster carers, residential workers, lead professionals, support workers and associated professionals
  - the need for clarity regarding the role and responsibilities of the designated person within schools and residential establishments
  - the importance of providing flexible and appropriate support before, during, and post transition
  - the importance of physical, mental and emotional health and well-being in facilitating positive educational outcomes
  - the need for good quality accommodation, which supports the education, training or employment of looked after children and young people
  - the importance of clear advice and a range of emotional, practical and financial support for looked after young people as they make the transition to adult hood/independent living; and,
  - the vital importance of stability and continuity within education and care settings
- 3.3 In many local authorities in Scotland and particularly Inverclyde Council and Glasgow Council, specific corporate parenting groups and strategies have been brought into being at the highest levels within the Council hierarchy.

In Glasgow the corporate manager for child care and child health chairs a multi-agency group which reports directly to the Children's Services Committee with representation from senior elected members and senior officers from a range of Council and associated partners services.

- 3.4 In Inverclyde Council these structures are mirrored, but they have also adopted a children's champion approach which includes senior members of all Council services taking special responsibility for individual children who are looked after by the local authority.

#### **4.0 CONCLUSIONS**

- 4.1. In Clackmannanshire many of the issues addressed in the "*We Can and Must Do Better*" report and highlighted in the "*More Choices More Chances*" report (a strategy to reduce the proportion of young people not in education, employment or training in Scotland) and the "*Extraordinary Lives - creating a positive future for looked after children and young people in Scotland*" report are dealt with at a variety of groups including the Joint Children's Services Implementation Group. The Council has, of course, a "More Choices More Chances Strategy" approved in January 2007; the continued implementation of this and related strategies, will need to be taken into account in designing how the Council will wish to respond to the Government's concern that Councils should work with greater focus in support of Looked After Children. The recent publication of "Core Tasks for Designated Managers in Educational and Residential Establishments in Scotland" will also need to be taken into account. However, the Scottish Government reports and guidance is challenging local authorities to specifically organise and plan and deliver for the specific group of looked after children in each local authority area. Not to see them as a cohort within a number of cohorts of disadvantaged young people, but to specifically home in and address the needs of this one group as the most vulnerable and most important group of young people within the Council.
- 4.2 Recommendation 14 of the Clackmannanshire Council Performance Inspection report (September 2008) recommends that Clackmannanshire Council should put in place a corporate parenting strategy which sets out corporate responsibilities throughout the Council towards looked after children. The strategy should lead to improving outcomes for looked after children and an increase in the number and quality of foster care placements. This corporate parenting strategy should be developed by a corporate parenting group comprising key members of Council services including social work, education, community learning and development, housing, economic development as well as NHS Forth Valley, Central Scotland Police and that this group should meet regularly and should be represented at the most senior level of the management structure of each service. Clackmannanshire Alliance plans to develop a "theme team" which will have a focus on promoting the health and well-being of young people and should be taken full account of in the development of the Corporate Planning

Strategy. It should have the support and involvement of a senior elected member who will be the Looked After Children's Champion.

## 5.0 SUSTAINABILITY IMPLICATIONS

- 5.1 Successful progress of the Corporate Parenting Group and the production of a corporate parenting strategy has significant implications for sustainability, particularly in terms of health, employability and accommodation outcomes for young people who have made the transition from the public care system to our communities and into semi-independent and independent living.

## 6.0 FINANCIAL IMPLICATIONS

- 6.1 There are no immediate financial implications with respect to establishing the Corporate Parenting Group. However any future corporate parenting strategy may require us to examine the financial implications of any change to existing Council policy and practice in terms of educational outcomes, accommodation strategies and support for employability initiatives.

### 6.2. Declarations

- (1) The recommendations contained within this report support Corporate Priorities, and Community Planning commitments:

- **Corporate Priorities (Key Themes)** (Please tick )

Achieving Potential	<input checked="" type="checkbox"/>
Maximising Quality of Life	<input checked="" type="checkbox"/>
Securing Prosperity	<input checked="" type="checkbox"/>
Enhancing the Environment	<input type="checkbox"/>
Maintaining an Effective Organisation	<input type="checkbox"/>

- **Council Policies** (Please detail)

- **Community Plan (Themes)** (Please tick )

Community Safety	<input checked="" type="checkbox"/>
Economic Development	<input checked="" type="checkbox"/>
Environment and Sustainability	<input checked="" type="checkbox"/>
Health Improvement	<input checked="" type="checkbox"/>

- (2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick )

- (3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick )

Dendre Cilliers.

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Head of Service

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Director

**Report to Council**

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Jim Burke	Date: 23 September 2008
Service: Services to People - Child Care Services	
Date of Meeting: 6 November 2008	
Title of Report: Corporate Parenting in Clackmannanshire	

Recommendation that the attached report be:

1. Given unrestricted circulation	<input checked="" type="checkbox"/>	
2. Taken in private	<input type="checkbox"/>	

(tick appropriate box)

By virtue of paragraph \_\_\_\_ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. None.
- 2.
- 3.
- 4.

List of Background Papers (if none, state "none")

1. *"These Are Our Bairns"*: a guide to community planning partnerships on being a good corporate parent - The Scottish Government, Sep 2008
2. Looked After Children: we can and must do better - Scottish Executive 2007
- 3.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.

**CLACKMANNANSHIRE COUNCIL**

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**Report to Council of 6th November 2008**

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**Subject: Adult Support and Protection (Scotland) Act 2007 :  
Implementation October 2008**

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**Prepared by: Clare Hebbert - Adult Care Policy Officer**

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**1.0 SUMMARY**

- 1.1. This report provides information about the introduction of the Adult Support and Protection (Scotland) Act 2007, the new legislation to support adults who are vulnerable and may be at risk.
- 1.2. Local Authorities have received Scottish Government funding to put structures and procedures in place for implementation of Part 1 of the Act from 28th October 2008. From a £7.8m allocation, Clackmannanshire is in receipt of £76,555 to cover the implementation period October 2008 - March 2009.
- 1.3. Proposals are set out in this report for an Adult Protection Committee Structure and for the appointment of a Lead Officer. A Training Plan is also required to prepare Council staff, and also external partners, for these new statutory duties and functions.

**2.0 RECOMMENDATIONS**

- 2.1. Council approval is sought for the allocation of funding and agreement to proceed with appointments, training and implementation as required by legislation :

**Setting up an Adult Protection Committee :** To proceed with interim arrangements for a jointly-funded Forth Valley area-wide Adult Protection Committee, hosted by Stirling Council

**Appointment of a Lead Officer :** To proceed with the appointment of an Adult Support and Protection Lead Officer for Clackmannanshire and administrative support

**Designation of Council Officers to carry out investigations :** Identified professionally qualified staff in the Adult Care services to receive training and take on the new statutory duties and functions. The recruitment of an additional community care worker with allocated funding in 2009-2010.

**Training Plan :** To proceed with interim arrangements for up to one year, subject to review, for the recruitment of a joint-funded Forth Valley area-wide Adult Support and Protection Training Coordinator, hosted by Clackmannanshire Council

**Funding Allocation :** Expenditure of £76,555 allocated funding for Clackmannanshire October 2008 to March 2009 **see Appendix 1**

### **3.0 BACKGROUND**

- 3.1. Legislation to protect adults at risk of harm was first announced by the First Minister in September 2005. The Adult Support and Protection (Scotland) Act was passed by the Scottish Parliament in February 2007. Part 1 of the Act deals with the protection of adults at risk of harm and is effective from 29th October 2008
- 3.2. The Act progresses aspects of the Scottish Law Commission's 1997 draft Vulnerable Adults Bill that have not previously been enacted through the Adults with Incapacity (Scotland) Act 2000 or the Mental Health (Care and Treatment) (Scotland) Act 2003.
- 3.3. Local authorities have new statutory duties and powers and there are some key multi-agency functions and responsibilities contained in the legislation; these include the roles of regulatory bodies, health services, police, housing agencies, voluntary organisations and advocacy services.
- 3.4. The Act provides a legal framework in which agencies can address the challenge of striking a balance between a) enabling individuals to lead independent lives, and to make informed choices that might involve a degree of risk, and b) protecting those who may not be able to do so for themselves.
- 3.5. The main features of Part 1 of the Act are :-
  - To provide greater protection to those thought, or known, to be at risk of harm, through new powers to investigate and intervene in situations where concern exists
  - To place a duty on specified organisations to cooperate in investigating suspected or actual harm
  - To place a duty on Councils to make enquiries and investigations to establish whether further action is required to stop or prevent harm occurring
  - To introduce a range of protection orders, including assessment orders, removal orders and banning orders which require approval by a sheriff
  - To provide a legislative framework for the establishment of Adult Protection Committees across Scotland

A general principle of the Act is that any action taken should be for the benefit of the individual and that the least restrictive option for intervention should be considered :

**'Adults at risk'** are defined as those adults (people aged 16 or over) who are affected by illness, mental disorder, disability, infirmity or ageing, and as a result are at risk from abuse.

**'Abuse'** is defined to include any conduct which harms or exploits an individual. Four kinds of abuse are listed : physical abuse, psychological abuse, abuse by theft and fraud, and self abuse. In general terms, abuse is defined to also include any other conduct causing fear, alarm or distress and conduct which results in the dishonest taking of property from the victim.

3.6 Further guidance and explanatory notes on the Act and Code of Practice are available as Background documents.

### 3.7 Implementation Plans

For implementation of the Act from November 2008 the following proposals require endorsement by Council :-

- Setting up an Adult Protection Committee
- Appointment of a Lead Officer
- Designation of Council Officers to carry out investigations
- Training Plan
- Funding Allocation

#### 3.7.1 Setting up an Adult Protection Committee

Section 42 of the Act states that each Council must establish an Adult Protection Committee with the following strategic and monitoring functions :-

- a) To keep multi-agency adult protection procedures and practices under review and to make proposals for good practice
- b) To improve knowledge and skills among members
- c) To improve cooperative working across agencies
- d) To give information and advice to statutory members on the safeguarding and protection of adults at risk

3.7.2 **Membership** : Membership of Adult Protection Committees should include the following core representation :

Procurator Fiscal

Council

The Care Commission and Mental Welfare Commission

NHS

Police

Office of the Public Guardian

- 3.7.3 While Adult Protection Committees are required to be set up for each Council area, local authorities are encouraged to work together.

The Forth Valley G5 Group has agreed a proposal submitted by the Forth Valley Vulnerable Adults Steering Group for a single Forth Valley Adult Protection Committee structure.

#### **3.7.4 Proposal for a Forth Valley Adult Protection Committee :**

The Forth Valley Adult Protection Committee will be representative of the three Councils with core committee representation from statutory bodies and a single Convenor/Chair

The Committee will have three separate lines of governance in terms of duties discharged by the three local authorities and to accommodate local variation.

- 3.7.5 The Committee will meet on a quarterly basis with a common central agenda and three local agendas, which will each be informed by reports from Lead Officers in the three Council areas. The Councils' Lead Officers will provide a bridge between the Committee's strategic overview and front-line operations.

- 3.7.6 The Committee may also be informed by other representation and reference groups, such as service users, carers, care providers and advocacy organisations.

In addition to quarterly meetings, some training and review sessions will be undertaken by Committee members.

#### **3.7.7 Arrangements for starting up the Forth Valley Adult Protection Committee**

For implementation in October 2008 and for a one-year period, it is proposed to appoint an interim/temporary Chairperson, with Stirling Council as the host authority and with joint funding from the three Councils.

Invitations will be posted to engage core representatives for an initial meeting in November 2008.

Further arrangements for training, terms of reference and procedures, reporting, details for reference groups and other representation will be taken up by the newly convened Committee.

In this interim period, each Council will appoint a Council Officer to support the Committee.

Administrative support will be provided

### **3.7.8 Appointment of an Adult Support and Protection Lead Officer**

A proposed job description for an Adult Support and Protection Lead Officer is under consideration for grading and approval by Human Resources.

This will be a key appointment to ensure that the Council's statutory duties and functions are properly discharged and appropriately reported; this is the first stage of setting up a Clackmannanshire 'Adult Protection Unit' as described in the legislation and guidance.

The post will be based in Adult Care, overseeing and coordinating operational functions for the support and protection of adults in Clackmannanshire under new Act, in addition to associated legislation, and reporting to Council. The Lead Officer will also provide professional support and reports to the Adult Protection Committee and link with national and regulatory bodies.

The Lead Officer post will require some administrative support.

### **3.7.9 Designation of Council officers to carry out investigations**

The new range of duties and provisions to support and protect people at risk will need to be embedded with the broad range of statutory duties that are already applied across Adult Care services.

The Adult Support and Protection Lead Officer will oversee the statutory duties and functions required under the terms of the new Act and also the current provisions of the Adults with Incapacity Act and the Mental Health Officer duties under the Mental Health Care and Treatment Act.

Designated staff across Adult Care services will be professionally qualified staff (social workers and occupational therapists) and they will also receive some additional training. The funding allocation from April 2009 will allow for additional recruitment to a new community care worker post.

Designated officers will be required to carry out investigations and take appropriate action to ensure the safety of a person who is, or is thought to be, at risk of abuse or harm.

### **3.7.10 Training Plan**

A national programme of training is already underway; regional and local training sessions have been attended by senior officers in the Council.

National guidance sets out a proposal for multi-agency training about the new Act on three levels. Local authorities have received the funding with which to ensure that a range of training opportunities are available to internal and external multi-agency partners and stakeholders :-

**Level 1 : Awareness-raising for basic knowledge**

This is a briefing session for Councillors, NHS, CHP and Police Board members

**Level 2 : Awareness-raising, knowledge and understanding**

A more detailed awareness raising training for all relevant local authority, health services, voluntary, independent and private sector staff, including front-line, clerical, legal and administrative staff

**Level 3 : Detailed knowledge and understanding**

Training for specialist Council officers, senior staff and managers in local authority police and health care sectors, Adult Protection Committee members, Regulatory Bodies, and training for Trainers

**3.7.11 Proposal for a Forth Valley area-wide Training Coordinator**

A comprehensive and rolling multi-agency training programme, that covers all three levels and reaches a broad range of people, needs to be started up locally.

Through the Forth Valley Vulnerable Adults Steering Group, a Forth Valley area-wide approach to training, with the appointment of a Forth Valley area-wide Training Coordinator for Adult Support and Protection, is proposed by Clackmannanshire, Stirling and Falkirk Councils.

This will be a joint-funded, Clackmannanshire-hosted temporary appointment for up to one year initially and subject to review by the Steering Group. The post will be based in the Clackmannanshire Social Services Training Section.

The post holder will be required to develop a Training Plan for the Forth Valley area and to oversee and facilitate access to multi-agency training on the three levels.

The post would be cost effective, simplifying communications with external partners and agencies such as NHS Forth Valley and Central Scotland Police and will ensure an equitable standard of training across Forth Valley that is accessible to a wide range of people.

3.7.12 Pending approval for this appointment, and in the knowledge that a post holder may not be appointed until early in 2009, interim arrangements are being put in place in each Council area to ensure that relevant key staff receive appropriate training for the implementation of the Act from 28th October 2008.

**3.7.13 Funding Allocation**

The Scottish Government has been in negotiation with COSLA to reach a funding agreement for the period October 2008 - March 2009, following bids from Councils on their resource requirements to cover :

- Setting up Adult protection Committees
- Additional Lead officer and staff requirements
- Local training needs

£7.8m has been made available to authorities to assist with implementation of the Act from October 2008 to March 2009 and it has been agreed that £0.2m will be allocated to the Police for their specific functions in respect of the Act.

For 2009-2010 funding of £15.6m has been agreed in principle.

A breakdown of the Clackmannanshire allocation is attached as **Appendix 1**

## 4.0 CONCLUSIONS

4.1 The Adult Support and Protection (Scotland) Act is an important piece of legislation being put in place to support adults who are at risk . The implementation date is 28th October 2008. Scottish Government Funding has been allocated for implementation. This report sets out the proposals for implementation and seeks Council approval to proceed with the following :

- **Setting up an Adult Protection Committee** : Interim arrangement for a jointly-funded Forth Valley area-wide Adult Protection Committee, hosted by Stirling Council
- **Appointment of a Lead Officer** : To proceed with the appointment of an Adult Support and Protection Lead Officer for Clackmannanshire and administrative support
- **Designation of Council Officers to carry out investigations** : Identified professionally qualified staff in the Adult Care services to receive training and take on the new statutory duties and functions. The recruitment of an additional community care worker with allocated funding in 2009-2010.
- **Training Plan** : Interim arrangement for up to one year, subject to review, for a jointly-funded Forth Valley area-wide Adult Support and Protection Training Coordinator, hosted by Clackmannanshire Council.
- **Funding Allocation** : Expenditure of £76,555 allocated funding for October 2008 to March 2009 **see Appendix 1**

## 5.0 SUSTAINABILITY IMPLICATIONS

5.1. No significant sustainability issues

## 6.0 FINANCIAL IMPLICATIONS

6.1. Scottish Government specific funding for the discharge of statutory duties

### 6.2. Declarations

(1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Corporate Priorities (Key Themes)** (Please tick )

Achieving Potential	<input type="checkbox"/>
Maximising Quality of Life	<input checked="" type="checkbox"/>
Securing Prosperity	<input type="checkbox"/>
Enhancing the Environment	<input type="checkbox"/>
Maintaining an Effective Organisation	<input type="checkbox"/>

- **Council Policies** (Please detail) Vulnerable Adults Policy

- **Community Plan (Themes)** (Please tick )

Community Safety	<input checked="" type="checkbox"/>
Economic Development	<input type="checkbox"/>
Environment and Sustainability	<input type="checkbox"/>
Health Improvement	<input checked="" type="checkbox"/>

(2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick )

(3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick )

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Head of Service

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Director

**Report to Council**

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Clare Hebbert	Date: 19th September 2008
Service: Council	
Date of Meeting: 6th November 2008	
Title of Report: Adult Support and Protection Act Implementation 2008	

Recommendation that the attached report be:		
1. Given unrestricted circulation	<input checked="" type="checkbox"/>	(tick appropriate box)
2. Taken in private	<input type="checkbox"/>	
By virtue of paragraph ____ of schedule 7A, Local Government (Scotland) Act 1973.		

Appendices attached to this report (if none, state "none")
1. Adult Support and Protection Funding Allocation
2.
3.

List of Background Papers (if none, state "none")
1. Code of Practice : Guidance Notes on the Adult Support and Protection Legislation
2. Sustainability checklist
3.
4.
Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.



**CLACKMANNANSHIRE COUNCIL - SERVICES TO PEOPLE****ADULT SUPPORT AND PROTECTION (SCOTLAND) ACT 2007****Proposed Expenditure of Scottish Government allocation for Implementation**

<b>Funding Allocation for ASP Implementation</b>	<b>October 2008 - March 2009</b>	<b>April 2009 - March 2010</b>
<b>Clackmannanshire Allocation</b>	<b>£ 76,555</b>	£156,000 to be confirmed
<b>Clackmannanshire allocation for Central Scotland Police implementation costs</b>	<b>£ 1,910</b>	£ 3,800 to be confirmed
<b>Proposed Expenditure :</b>		
Clackmannanshire Contribution to Forth Valley Adult Protection Committee : Convenor/Chair and setting up costs / administration	£ 5,000	£ 5,000 subject to review
Appointment of an Adult Support and Protection Lead Officer	£ 25,000 Recruitment and up to 6mths post	Circa £ 45,000 p.a.
Administrative costs	£ 5,000	£ 8,000
Designated Officer post (s)	-	Circa £ 35,000 (£ 25,000) subject to review
<b>Training :</b>		
Clackmannanshire Contribution to Forth Valley Training Coordinator 5:3:2 Forth Valley split for one year	£ 8,000	£8,000 subject to review
Administrative costs	£ 5,000	£ 5,000 subject to review
Purchase of Training for Adult Protection Committee, Council Officers, public, private and voluntary sector partners including health services and police	£20,000	Rolling programme of training £40,000
Publicity costs, materials and other administration	£ 3,555	tbc
<b>TOTAL</b>	<b>£ 76,555</b>	



**CLACKMANNANSHIRE COUNCIL**

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**Report to Council of 6th November 2008**

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**Subject: Social Work Inspection Agency (SWIA) Performance  
Inspection of Clackmannanshire Social Work Services 2007-2008**

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**Prepared by: Clare Hebbert - Policy Officer**

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**1.0 SUMMARY**

- 1.1. The Social Work Inspection Agency has completed a Full Performance Inspection of Social Work Services in Clackmannanshire and has produced an Inspection Report in September 2008
- 1.2. In the Performance Inspection Model of 10 elements, Clackmannanshire Social Work Services have been graded as Good in five areas and Adequate in five areas.
- 1.3. The Performance Inspection report contains 16 Recommendations for Improvement. Clackmannanshire Social Work Services are required to produce an Action Plan by December 2008.
- 1.4. The SWIA Inspection Team will monitor the development and progress of Action Plans produced by Clackmannanshire Social Work Services in response to the Inspection Report and will review progress in 2009.

**2.0 RECOMMENDATIONS**

- 2.1. Council is requested to note the positive aspects of the SWIA Inspection Report, to note the Recommendations and to approve the proposals for development of Action Plans for Improvement.

**3.0 BACKGROUND**

- 3.1. The Social Work Inspection Agency (SWIA) was set up in 2005 to deliver inspections and drive up standards of social work services across Scotland. SWIA set out a Performance Improvement Model has been carrying out full performance inspections of all local authorities. The programme will be completed in 2009.
- 3.2. Clackmannanshire Council is the 23rd local authority to be inspected in the programme. All reports are made public and they offer comparisons on the planning and delivery of social work services and on the outcomes for service users and their carers across Scotland.

- 3.3. In Clackmannanshire the SWIA Performance Inspection was conducted in the year after Clackmannanshire had undergone two significant other multiagency Inspections; the HIME Inspection of Child Protection and the Forth Valley Multi-Agency Inspection of Services for Older People (MAISOP). Criminal Justice Services in Forth Valley had also been inspected in 2005-2006. The outcomes of these inspections, and the work that has been carried out or set in motion in response to recommendations, was taken into consideration.
- 3.4. The Clackmannanshire SWIA Inspection covered the period January - June 2008 and involved the provision of information and written evidence, a self-evaluation questionnaire, scrutiny of case work files, extensive questionnaires (canvassing opinions from managers, staff, service users, carers and other agencies), interviews, focus groups and discussion groups.
- 3.5. The table below shows the evaluation of Clackmannanshire in the ten elements of the Performance Improvement model

Outcomes for people who use services	Good
Impact on people who use services	Good
Impact on staff	Good
Impact on the community	Good
Delivery of key processes	Adequate
Policy and service development, planning and performance management	Adequate
Management and support of staff	Adequate
Resources and capacity building	Adequate
Leadership	Adequate
Capacity for improvement	Good

- 3.6. The SWIA Inspection Team power point presentation to Elected Members on 10th September provided an overview of the inspection outcomes, attached as **Appendix 1**
- 3.7. The Report was published in September 2008 and also a short Summary showing some examples of Good Practice in Clackmannanshire. All Elected Members have been provided with copies.
- 3.8. Key Issues from the Inspection**
- Almost all people surveyed who received services in Clackmannanshire agreed they were of good quality, that they were involved in decisions that affected them and that they were treated with dignity and respect

- The workforce was committed and motivated in relation to their work
- Staff spoke positively of the services they provided with a marked improvement in morale in child care services since staffing levels had increased and new structures put in place
- There was a strong commitment to working with health and evidence of some very positive work being undertaken with other partners, with most reporting good or excellent working relationships
- There was positive corporate and political support for social work and what was required for its continual improvement
- Risk assessment and risk management in some service areas needed to improve
- Strategic Planning needed better co-ordination and increased capacity. Improvements are required in terms of :
  - > strategic planning
  - > service planning
  - > policy development
  - > performance management
  - > coordination of key processes for the effective delivery of services

3.9. In responding to the 16 recommendations contained within the SWIA Performance Inspection Report, it should be noted that there is a continuous drive to maintain improve and develop services and that relevant work is already in progress. However, the SWIA Performance Inspection has highlighted a key issue of the capacity of Clackmannanshire Social Work Services to deliver on strategic thinking, service planning, vision, policy development and performance management

### 3.10. Action Planning

**The table below outlines the strategic and operational themes for action planning and a position statement in response to the recommendations in the SWIA report**

<b>KEY OUTCOMES REQUIRED FROM SWIA INSPECTION REPORT</b> <input type="checkbox"/> Strategic <input type="checkbox"/> Operational	<b>Response and Position Statement for Action Planning</b>
<b>Strategic Overview of Social Work</b>	To be developed by Senior Managers and the Social Services Management Team in consultation and in line with national guidance
<b>Developing overall vision, aims, objectives and priorities</b>	Action Plans will be developed by Senior Managers and the Social

	Services Management Team in consultation and in line with national guidance
<b>Structure Review</b> ( management / strategy / performance)	Awaiting outcomes from recommendations contained in the K3 Report on the Structural Review of Services to People
<b>Strategic planning, reviews and policy developments</b>	A programme will be developed from priorities established by Senior Managers and Service Managers
<b>Publication of vision and integration into plans</b>	SWIA recommends that the profile of Social Services needs to be raised : this will be addressed corporately and in the Structural Review
<b>Commissioning strategy</b> ( linked to financial plans )	Commissioning and procurement frameworks are under review and a strategy will be developed
<b>Workforce Development Strategy</b>	The Workforce Development Group is taking forward a Workforce Development Plan in line with National Guidance
<b>Communication Strategy</b> (to improve internal links)	A review of formal and informal communication systems bottom-up and top-down will be undertaken across social work services
<b>Strategy for integrating children's services</b>	A working group is established for GIRFEC (Getting it Right for Every Child) to set out agreements and put systems in place for more coordinated planning and delivery
<b>Corporate Parenting Strategy</b>	A report on Corporate Parenting will be presented to Council in November 2008, from which an Action Plan will be developed
<b>Social Services Plan</b> (separate from joint plans)	Action Plan to be developed by Senior Managers and the Social Services Management Team linking to Business Improvement and Corporate Planning
<b>Unified performance management framework</b>	Action Plan to be developed by Senior Managers and the Social Services Management Team with a review of existing performance management
<b>Systems to manage and monitor outcomes</b> for service users and carers	Action Plans will be developed by the Social Services Management Team in the context of a review of consultation mechanisms
<b>Reporting structure</b> which reaches front line staff	Action Plans will be developed by the Social Services Management Team in

	consultation with staff
<b>Mental Health Officer</b> standards , management and supervision arrangements	To be addressed by Adult Care Service Managers and an Action Plan developed
Develop links with <b>Area Management Boards and GIRFEC</b>	Issues from the SWIA report will be picked up by the GIRFEC Working Group
<b>Adult Protection</b> procedures, risk assessments, training	November 2008 : report to Council on implementation of new adult support and protection legislation and associated procedures
<b>Child Protection</b> procedures, risk assessments, training	Child Protection procedures, risk assessments and training are in place and a performance improvement framework is being established
<b>Quality of assessments and care plans</b>	An audit of current practice will be undertaken across Child Care and Adult Care to find out where improvements should be made and action plans developed.
<b>Sharing care plans with service users</b>	An audit of current practice will be undertaken across Child Care and Adult Care to find out where improvements should be made and action plans developed
<b>Transition</b> - continuity in process and engagement with partners	Child Care and Adult Care Service Managers are continuing to develop good practice and will pick up issues from the SWIA report
<b>Asset Management Plan</b> ( Social Services premises)	This will be picked up in the CAMPT programme
<b>Contract Compliance and Monitoring</b>	In response to Internal Audit, contracts for purchased services across Adult Care and Child Care will be systematically checked and reviewed

- 3.11. Action Plans will be required for submission to the SWIA Inspection Team in December 2008 and will be prepared by the Chief Social Work Officer and Social Services Management Team.
- 3.12. Services Managers and staff will attend an Away Day in October 2008 which will inform the action planning process and the development of a performance framework.
- 3.13. The SWIA Inspection team will schedule a series of meetings with Clackmannanshire representatives, in the first instance to approve the Action Plans and then to monitor and review progress and conduct a Performance Review in 2009.

#### 4.0 CONCLUSIONS

- 4.1. The Social Work Inspection Agency has completed a Full Performance Inspection of Social Work Services in Clackmannanshire and has produced an Inspection Report in September 2008
- 4.2. In the Performance Inspection Model of 10 elements, Clackmannanshire Social Work Services have been graded as Good in five areas and Adequate in five areas.
- 4.3. The Performance Inspection report contains 16 Recommendations for Improvement. Clackmannanshire Social Work Services are required to produce an Action Plan by December 2008.
- 4.4. The SWIA Inspection Team will monitor the development and progress of Action Plans produced by Clackmannanshire Social Work Services in response to the Inspection Report and will review progress in 2009.
- 4.5. Council is requested to note the positive aspects of the SWIA Inspection Report, to note the Recommendations and to approve the proposals for development of Action Plans for Improvement.

#### 5.0 SUSTAINABILITY IMPLICATIONS

- 5.1. None significant

#### 6.0 FINANCIAL IMPLICATIONS

- 6.1. Within Existing Resources, and subject to Structural Review

#### 6.2. Declarations

- (1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Corporate Priorities (Key Themes)** (Please tick )

- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| Achieving Potential                   | <input type="checkbox"/>            |
| Maximising Quality of Life            | <input checked="" type="checkbox"/> |
| Securing Prosperity                   | <input type="checkbox"/>            |
| Enhancing the Environment             | <input type="checkbox"/>            |
| Maintaining an Effective Organisation | <input checked="" type="checkbox"/> |

- **Council Policies** (Please detail)

• **Community Plan (Themes)** (Please tick )

- Community Safety
- Economic Development
- Environment and Sustainability
- Health Improvement

(2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick )

(3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick )

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Head of Service

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Director

**Report to Council**

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Clare Hebbert	Date: 9 September 2008
Service: Housing & Social Services	
Date of Meeting: 6th November	
Title of Report: SWIA Performance Inspection	

Recommendation that the attached report be:

1. Given unrestricted circulation	<input checked="" type="checkbox"/>	
2. Taken in private	<input type="checkbox"/>	

(tick appropriate box)

By virtue of paragraph \_\_\_\_ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. Power Point slide Presentation to Elected Members September 2008
- 2.
- 3.
- 4.

List of Background Papers (if none, state "none")

1. Sustainability checklist
2. Performance Inspection Report and Summary ( hard copies have been made available)
- 3.
- 4.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.

# Clackmannanshire Council

## Presentation to Elected Members Report Publication

# Key features of the inspection

- Focuses on outcomes for people who use services, and their carers
- Their experiences of social work services
- Contributes to quality improvement
- Links with self-evaluation
- Is proportionate and takes account of the circumstances of the authority
- Takes account of a wide range of evidence

## Six key questions

- What key outcomes have been achieved for people who use services?
- What has been the impact on people who use services, staff and the wider community?
- How good is the delivery of key processes?
- How good is operational management?
- How good is strategic leadership?
- What is the capacity for improvement?

# Inspection process

- Commenced: 6<sup>th</sup> November 2007
- Surveys completed: 15<sup>th</sup> February 2008
- File reading: week beginning 28<sup>th</sup> January 2008
- Fieldwork: week beginning 10<sup>th</sup> March 2008
- Report first draft: sent to council 19<sup>th</sup> May 2008
- Report published: 5<sup>th</sup> September 2008
- Action plan to be agreed: 28<sup>th</sup> November 2008

# Evidence

Advance information  
Self evaluation questionnaire  
Surveys  
File Reading  
Fieldwork

# Evaluations: 6 point scale

- Excellent
  - Outstanding
- Very good
  - Major strengths
- Good
  - Important strengths with some areas for improvement
- Adequate
  - Strengths just outweigh weaknesses
- Weak
  - Important weaknesses
- Unsatisfactory
  - Major weaknesses

# Clackmannanshire's evaluations

- |  |          |
|--|----------|
| 1. Outcomes for people who use services                                | Good     |
| 2. Impact on people who use services                                   | Good     |
| 3. Impact on staff   | Good     |
| 4. Impact on the community   | Good     |
| 5. Delivery of key processes   | Adequate |
| 6. Policy and service development, planning and performance management | Adequate |
| 7. Management and support of staff                                     | Adequate |
| 8. Resources and capacity building                                     | Adequate |
| 9. Leadership  | Adequate |
| 10. Capacity for improvement   | Good     |

# Recommendations

16 recommendations focus on:

- Performance management
- Capacity building - strategic planning,
  - policy development and
  - strategic overview
- Better co-ordination of planning for services

# Positive findings of the inspection

- Service user and carer satisfaction
- Good outcomes
- Quality of services
- Recruitment and retention
- Committed workforce
- Corporate support
- Positive working relationship with partners
- Leadership
- Examples of good practice

# Challenges ahead

- Risk assessments and management plans
- Sustaining improvements within child care services
- Communication and involvement of staff
- Performance management
- Monitoring and evaluation of standards and quality of purchased services
- Capacity building
- Specific plan for Social Services

# The way forward

- Action plan submitted 3 months after publication
- Quarterly reports and meetings
- SWIA link inspector appointed
- Proportionate inspection one year after report published
- Further report one year after report published
- Year 2 & 3 link arrangements

