
Report to: CLACKMANNANSHIRE COUNCIL of 12 MARCH, 2009

Subject: FINAL DRAFT SINGLE OUTCOME AGREEMENT 2009-10

Prepared by: ELAINE McPHERSON, HEAD OF STRATEGIC POLICY

1.0 Purpose

- 1.1. This report presents to Council the final draft SOA which has been endorsed by the Clackmannanshire Alliance for submission to the Scottish Government.

2.0 Recommendations

- 2.1 It is recommended that the Council:
- a) approves the final draft SOA;
 - b) notes that other statutory partners will be formally considering the SOA in the coming months;
 - c) notes the recent good practice advice note on governance and accountabilities of SOAs.

3.0 Considerations

Final Draft SOA 2009-10

- 3.1 A working draft of the 2009-10 SOA was unanimously approved for further development by Council at its meeting on 29 January. Subsequent to the Council meeting, further consultation on the draft document has been undertaken within the community planning partnership, as well as within the Council, and a briefing for elected members was held on 18 February.
- 3.2 Feedback from this consultation exercise was incorporated as appropriate into the final draft SOA, which was endorsed by the Clackmannanshire Alliance at its meeting on 24 February.
- 3.3 This final draft is attached as Appendix 1 to this report. The main amendments from the version of the document reviewed by Council in January are:
- a) the section on crime and safety has now been completed - page 12
 - b) the section on inequalities has been expanded to include statistics for lower level geographies (at community level derived from the 64 Scottish Indices of Multiple Deprivation datazones) - page 17; officers are also looking at what scope there might be to incorporate even lower level geographies (e.g. postcode) for inclusion in the next SOA

c) the section on the environment has been updated - page 20

d) the priority outcome on improving quality of public services has been significantly changed to take into account of recently received Clacks 1000 data - page 41

e) the section of Fairer Scotland has been updated to include recent decisions which the Alliance has taken on funding applications.

- 3.4 In addition, some small changes to the text and to some indicators have been made as a result of various consultative meetings.

Next Steps In Process

- 3.5 Scottish Government guidance from October advised that:

"This second phase of SOAs should be endorsed by the CPP Board and signed by the Scottish Government, by the Council, by the statutory Community Planning partners and also, at a minimum, by those other public bodies in the Community Planning Partnership. ...

A number of public service providers are statutory partners in Community Planning. The role that CPPs will now play in developing and delivering SOAs does not alter the separate accountabilities of those partners to either local authorities or to individual Scottish Ministers. However, the second phase SOAs will be agreements between all the Scottish Ministers and Community Planning Partnerships, signed by the Council, by the statutory partners and, at a minimum, by those public bodies in the Community Planning Partnership. There is therefore a need to identify good practice and workable options for governance and accountability which will support the collective delivery of local and national outcomes."

- 3.6 The final draft SOA has been endorsed by the Clackmannanshire Alliance and submitted to the Scottish Government. The document, however, will not be officially approved until it is signed off by Scottish Government Ministers, the Council and the other statutory partners. The Scottish Government has advised that it is likely to be May before it will be a position to sign off SOAs.

- 3.7 Between now and May, therefore, each of the statutory partners will be formally considering the final draft SOA document. While there, theoretically, exists the scope for an individual agency to propose substantial changes, or even to reject, the SOA, this is most unlikely given the process by which the Alliance has developed the SOA, the involvement of partners and the role representatives on the Alliance from the statutory agencies have played over the last months in consulting within their respective organisations. (Further discussion of governance and accountability issues is included at paragraph 3.10. of this report).

- 3.8 It is possible that between now and the end of May some proposed amendments will be put forward by the Scottish Government. We would not anticipate these being major since Scottish Government officials have already seen an early draft of our SOA and have commented favourably on it.

- 3.9 This 2-3 month period will also allow officers to include in the SOA some data which is not available at this time, to incorporate technical references, to correct any technical errors and to refine the presentation of the document. No significant amendments, however, would be made to the document without recourse to the Alliance.

Recent Scottish Government Good Practice Advice Note - Governance & Accountabilities for SOAs

- 3.10 In mid February, a good practice advice note was received from the Scottish Government in respect of governance and accountabilities of SOAs. This is attached as Appendix 2 to this report.
- 3.11 Some points to note from the guidance (in italics, with the author of this report's comments underneath), include:

A - "... although there is provision for it in law, no CPP in Scotland has chosen to incorporate itself as a partnership. In terms of good governance and accountability for performance and public finance, CPP's operate on the authority of the parent bodies, not their own authority. For those reasons, the Guidance issued in October noted that all statutory and, 'other relevant', public partners would be signatories to the SOA, not the partnership, which as an unincorporated body cannot commit the individual public sector partners. This is not to demote the CPP, or the community, third sector and private sector representatives on the CPP Board. It is to be clear about the current status of CPP's, and the fact that only Councils and their public partners can be ultimately accountable for public spending and public performance. The whole CPP should agree the SOA but the accountable signatories will be the public partners individually."

Locally, the Clackmannanshire Alliance has adopted a Memorandum of Understanding which sets out how it will operate (Appendix 3 for information). This Memorandum recognises the statutory position and provides a working framework for taking partnership issues forward on an agreed basis. The Memorandum was developed specifically to address the governance issues which have existed since community planning was legally established in 2003.

B - "The logic of the guidance is that the public governance and accountability for SOA's locally flows from the Councils and the Boards of the statutory and other public sector partners. That being the case then it is important to spell out clearly what Councils and their partners are signing up to when they sign the SOA with Ministers. At minimum, this includes:

- 1. That partners are signing up to the whole SOA, not selected parts of it.*
- 2. That signing up is equivalent to adopting the SOA as a formal corporate commitment of the Council or Board.*
- 3. That such a commitment is to support the delivery of the SOA in all possible ways compatible with their duties and responsibilities.*
- 4. That all partners are willing to review their pre-existing structures, processes and resource deployment to optimise delivery of outcomes."*

This part of the advice note makes extremely clear to partners the expectations of them in relation to the delivery of outcomes.

C - "Moving beyond this position, and developing the CPP as a more robust basis for collective governance and aligned performance management, is an important task for the next phase of SOA development."

This part of the advice note sends a signal that it is likely that community planning partnerships may be asked to consider incorporation of some form at a future time.

- 3.12 Further guidance is expected from the Scottish Government on this matter as the SOA process evolves in the coming years. Fortunately, due to the well developed community planning partnership which exists in Clackmannanshire, the statutory position has not prevented the Alliance developing and taking forward joint priorities and strategies. In actual fact, the statutory framework has not prevented or inhibited any joint activities but has rather simply been a context within which the Alliance has operated for several years. It will be important that the positive, responsive and flexible working ethos of the partnership can be maintained should there be any proposals for formal incorporation of community planning partnerships in the future.

4.0 Sustainability Implications

- 4.1 Sustainability is a holistic approach which is about balancing environmental, social and economic considerations. The SOA covers these three considerations and recognises the interactions between them and the mutual dependencies.

5.0 Resource Implications

Financial Details

- 5.1 There are no direct financial implications of the recommendations in this report.

Staffing

- 5.2 There are no direct staffing implications of the recommendations in this report.

6.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) Our Priorities 2008-2011

The Council's corporate priorities as outlined in the Corporate Plan mirror the community planning priority outcomes.

(2) Council Policies (Please detail)

These are listed as appropriate within the SOA itself.

7.0 Equalities Impact

- 7.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? **Yes**

8.0 Legality

- 8.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers. ✓

APPROVAL/SIGNATURE	DATE
Head of Service:	
Chief Executive/ Director:	
Delete as appropriate	

REPORT TO COUNCIL (to accompany all reports to Council or Committee)

To: Head of Administration and Legal Services, Greenfield, Alloa FK10 2AD

Report author: Elaine McPherson

Service: Chief Executive's

Report title: Final Draft Single Outcome Agreement 2009-10

Date of meeting: 12 March, 2009

It is recommended that the attached report be:

- 1. Given unrestricted circulation**



List any appendices attached to this report (if there are no appendices, please state 'none')

1. Final Draft SOA 2009-10

2. Scottish Government Good Practice Advice Note, February 2009 - Governance & Accountabilities for SOAs

3. Clackmannanshire Alliance, Memorandum of Understanding

List the background papers used in compiling this report . If you have completed a sustainability checklist please add this to your list (if there are no background papers please state 'none')

1. SOAs - Guidance for Community Planning Partnerships - October 2008 - Scottish Government

Nb. All documents listed 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

SINGLE OUTCOME AGREEMENT 2009-12

February, 2009

**FINAL
DRAFT
24 Feb 09**

PURPOSE OF THE CLACKMANNANSHIRE SINGLE OUTCOME AGREEMENT

A Single Outcome Agreement is the means by which Community Planning Partnerships agree their strategic priorities for their local areas and express these priorities as outcomes to be delivered by the partners, either individually or jointly, while showing how these outcomes should contribute to the Scottish Government's relevant National Outcomes.

The Agreement forms part of a wider Concordat between central and local government, which, as well as introducing Single Outcome Agreements, also encompasses:

- a national performance framework, including national outcomes
- greater freedom for local government in how it utilises the resources it receives from the Scottish Government via a reduction in ring-fencing of funds
- less monitoring and reporting by local authorities
- the potential for enhanced partnership working at local and national levels.

The statutory community planning partners in Clackmannanshire, other members of the Clackmannanshire Alliance and the Scottish Government are jointly committed to the achievement of this agreement and the delivery of all its outcomes. Each party will take corporate ownership and responsibility for its respective contributions to the agreed outcomes; and partners will be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.

SINGLE OUTCOME AGREEMENT 2009-12

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PREAMBLE

- i This Agreement presents the outcomes the local community planning partnership in Clackmannanshire is aiming to achieve for the area. The outcomes are the result of detailed discussion amongst partners which included an analysis of the local socio-economic circumstances in Clackmannanshire.
- ii This Agreement covers all local authority and other public services; it does not, however, represent the entire effort of the community planning partnership in achieving the priority outcomes. Rather it focuses on the strategic outcomes, and associated aggregate high level targets and indicators which the partnership hopes to achieve. As such, it will run on a three year rolling basis, while being subject to annual review.
- iii This Agreement recognises that a wide range of other strategic documents underpin the achievement of these outcomes and that these strategic documents contain a wide range of more detailed targets and indicators which contribute to the achievement of the priority outcomes.
- iv The local priority outcomes in the Agreement are based on partner priorities, which, in turn, have been informed by consultation with stakeholders. The Clacks 1000 Citizens' Panel and various other community surveys have been used to inform not only the setting of outcomes but also the setting of appropriate indicators and targets. Many of the local targets have been drawn from existing strategies which have been the subject of extensive public consultation. In addition, the business, voluntary and community sectors are represented on the Clackmannanshire Alliance and these sectors have been part of the ongoing development of this Agreement.
- v The partnership has an integrated planning framework to support the achievement of these priority outcomes, as follows:

Community Plan	2009/ 2012	Long term vision aims and outcomes; partnership commitments
Single Outcome Agreement	2009/ 2012	Links to national performance framework; outcome indicators and targets; strategic 'plan' for Partnership
Partnership Strategies	2009/ 2011	Contribution to CP outcomes: specific strategies in partnership/ collaborative areas of action
Partner Corporate Plans	2009/ 2011	Contribution to CP outcomes; measurement of SOA indicators & targets

vi Relevant strategies and plans which contribute to the delivery of the partnership's priority outcomes are referenced within the discussion of each priority outcome in Section 2 of this document.

vii As well as sitting firmly within the framework of partners' duties in relation to community planning, this Agreement also sits within the partners' duties and commitments in relation to best value, which incorporates sustainable development and equalities, as follows:

- best value is "continuous improvement in the performance of ... functions", and this is reflected in the local outcome *Improved quality of public services*
- sustainable development is "development which secures a balance of social, economic and environmental well-being in the impact of activities and decisions; and which seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs"
- the partners acknowledge the benefit to be gained from placing equality and diversity at the heart of Clackmannanshire's development. They do however acknowledge that people have different needs and that there may be barriers which can prevent them from fully participating in community life. The partners will do their best to ensure that all people and communities have equal access to services and can contribute to community life and that equalities is mainstreamed into all our work.

Councillor Janet Cadenhead
Clackmannanshire Council

Central Scotland Police

NHS Forth Valley

Central Scotland Fire & Rescue Service

Forth Valley College

Scottish Enterprise

Clackmannanshire Council for Voluntary
Services

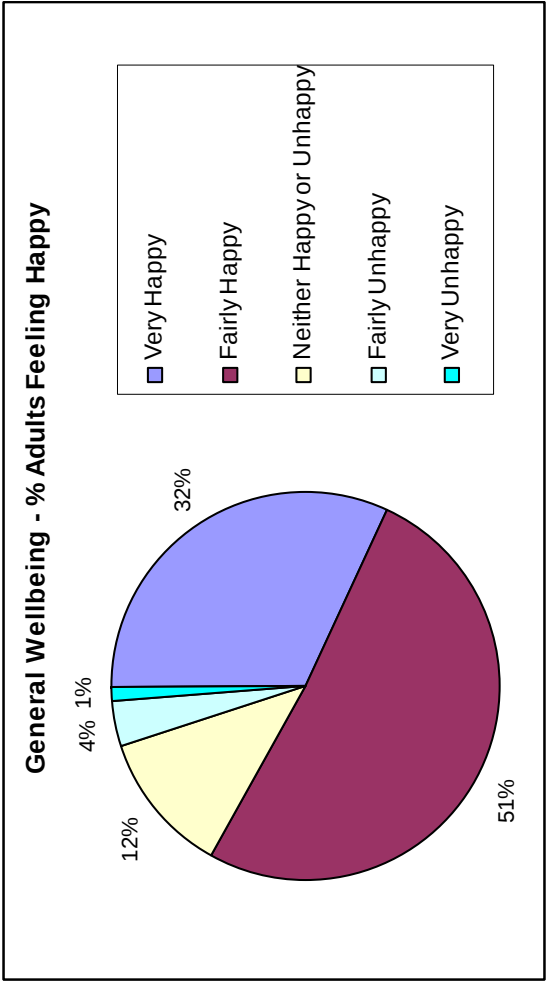
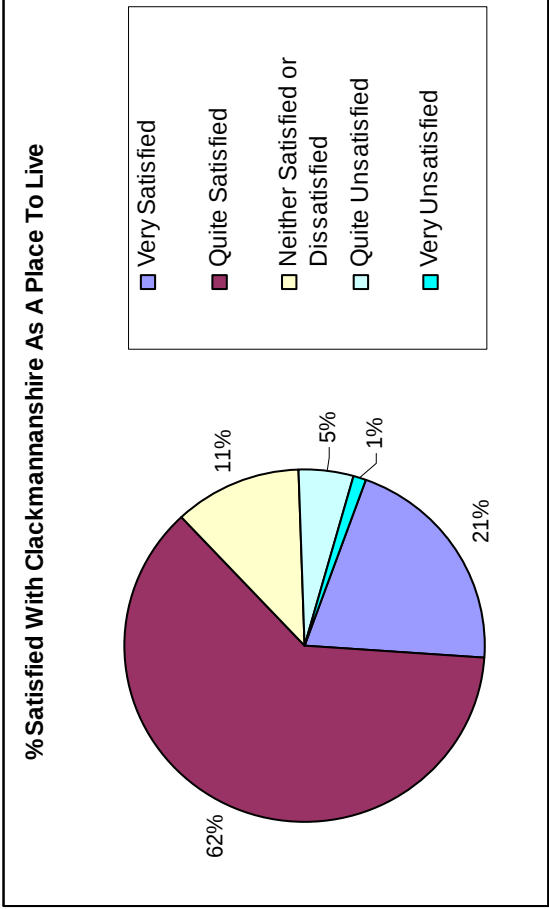
Clackmannanshire Business

Tenants & Residents
JCCF

24 February, 2009

1.0 ABOUT CLACKMANNANSHIRE

1.1 Clackmannanshire is a great place to live and work. There is a real sense of pride and community in the area, with the great majority of those living in Clackmannanshire feeling that the area is a good place to live and feeling happy about their quality of life and well-being.



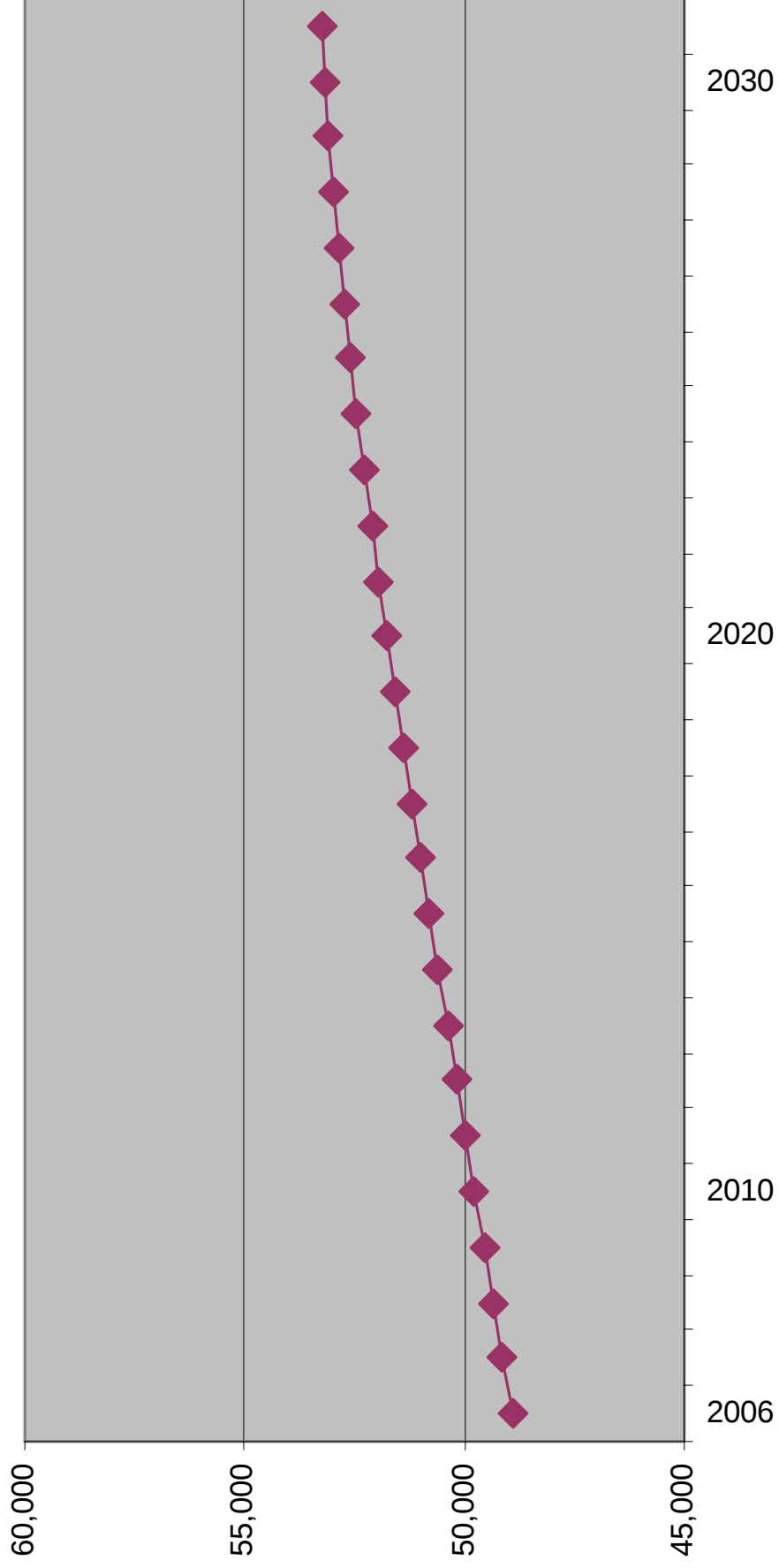
Source - Clacks 1000, 2007 Report on Health & Well-Being

1.2 Improved transport links and the new housing developments have made Clackmannanshire an attractive place for new residents, leading to a growth in population. The General Register Office for Scotland (GROS) report on mid-year 2007 population estimates shows that Clackmannanshire has the highest increase in the population of all local authority areas of 2% which is above the national percentage change of 0.5%. Since the previous estimates, Clackmannanshire's population has increased by 1,000 to 49,900 and is expected to rise (8.9%) over the next 25 years to 53,245.

1.3 With three new secondary schools due for completion in 2009, a new hospital opening in 2009 and a new purpose built college opening in 2010-11, Clackmannanshire is increasingly a place of opportunity and growth. An increase in new housing and improved transport links are expected to have a positive effect on the economy of the area and future population trends.

1.4 Like other areas, however, Clackmannanshire is feeling the effects of the recession. In the last few months of 2008, a number of local businesses, including housebuilders, went into administration and Alloa town centre has lost a number of local outlets of national retailers, with a risk of more to follow. Responding to the economic downturn will be a major challenge for the partnership in the life of this Agreement.

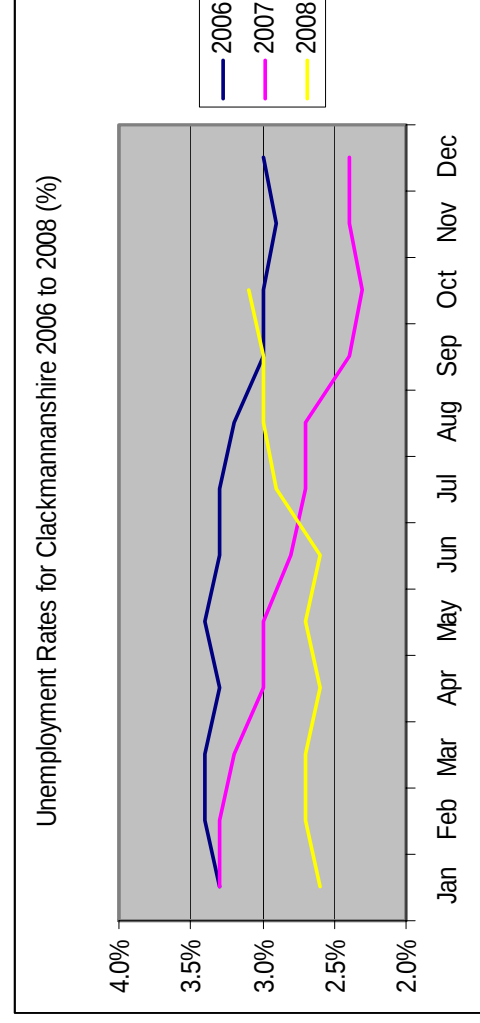
Clackmannanshire Population Projection 2006-2031



Source: GROS Population Projections (2006 based) Crown (c) Copyright

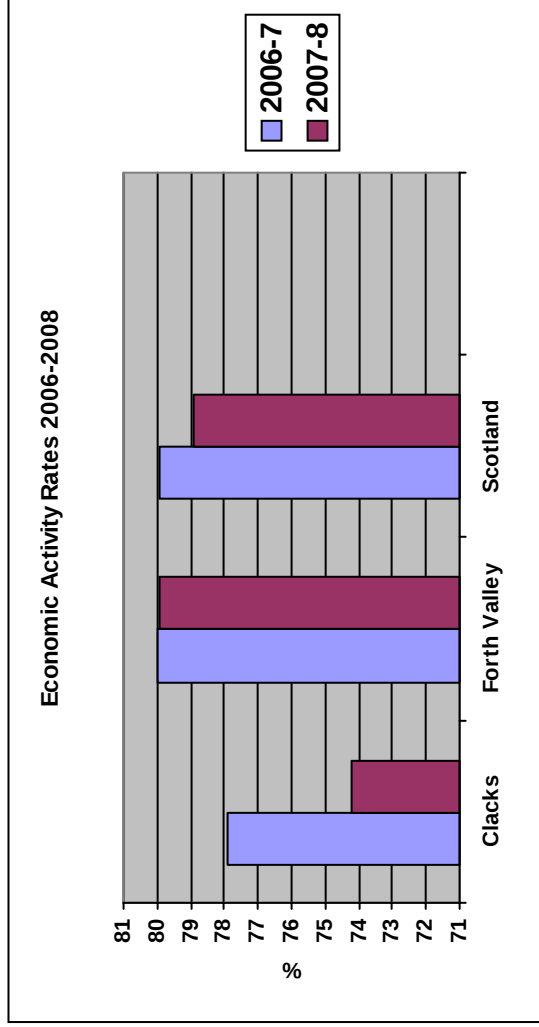
The Clackmannanshire Economy

- 1.5 Notwithstanding the current recession, in recent years, Clackmannanshire has experienced unprecedented housing and population growth, as well as greatly improved connectivity with the re-instatement of the Stirling-Alloa-Kinross railway in May 2008 and the opening of the new Clackmannanshire Bridge in November, 2008. This investment in transport infrastructure is facilitating economic growth by improving connectivity, widening the labour market and tackling traffic congestion. The Alliance recognises that economic growth should be balanced with social and environmental considerations and all growth opportunities are considered in this context.
- 1.6 Clackmannanshire's business base has been expanding and, in April 2008, became the first county-wide business park Business Improvement District (BID) in Scotland. In addition, a second BID for Alloa Town Centre was established in November 2008 which will bring additional investment to enhance the image and facilities of the county's main town.
- 1.7 Clackmannanshire has recently attracted a significant amount of new housing developments. In 2000/01, Clackmannanshire had the lowest rate of new build housing completions in Scotland while in 2006/07 we had the highest rate in Scotland. Although the number of new homes built in 2007 dropped to 384 from the 450 in 2006, these figures are more than double the volume of build which occurred in 2001. This increased activity and influx of people has led to improved retail provision in Clackmannanshire, with over 100,000ft² of space being created. Given the current recession, however, this rate of growth may continue to slow down in the next few years. In view of the potential environmental impacts of housing development, the partners are committed to promoting sustainable design and construction principles in the planning and building of all new developments.
- 1.8 While the Clackmannanshire economy has clearly improved in recent years, some key challenges remain which are a legacy of our industrial past:
- **labour market issues** - although there has been an improvement in the efficiency of the labour market, Clackmannanshire still lags behind other areas of Scotland. The claimant unemployment rate in January 2009, at 4.4%, is higher than the Scottish averages of 3.3% and has increased by 1.9% since January 2008, one of the highest increases in Scotland. We are also seeing increases in unemployment in areas of Clackmannanshire which traditionally have not been affected, such as Dollar & Muckhart where the unemployment rate in the last few months of 2008 has increased (albeit this area still has the lowest unemployment rate in Clackmannanshire)



Source: NOMIS
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Of concern is the significant drop in economic activity rates in Clackmannanshire between April 2007 and March 2008; this % drop has been significantly greater than the rate in Forth Valley or Scotland.



Source: National Statistics NOMIS
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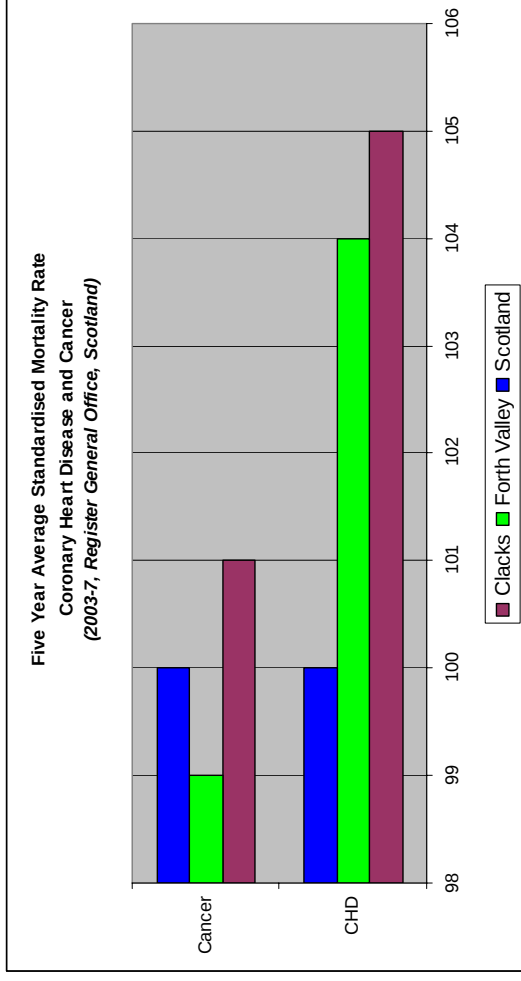
Economically active means people are either
 employed or unemployed but available for work

Positively, however, a concerted effort by the partnership to support vulnerable young people has brought significant success, with the % of school leavers unable to find work in Clackmannanshire dropping dramatically from 16% in 2005-6 to 11% in 2007 so that now Clackmannanshire equals the national average. In addition, there have been improvements in educational attainment, with the Unified Point Score (UPS) for Clackmannanshire rising from 148 in 2007 to 169 in 2008 (the UPS score of a pupil is calculated by adding together all the tariff points accumulated from all the different course levels and awards he or she attains; also see page 29 of this document).

- **qualifications and training** - although educational attainment levels have been increasing steadily in recent years, the proportion of working age adults with higher level qualifications is the lowest in the Forth Valley and below the Scottish average. We need to close the gap with the Scottish average and build Clackmannanshire's reputation for offering a well qualified workforce. An exciting prospect for this is the relocation of Forth Valley College in Alloa to a new high-profile campus. This represents the largest investment in a public sector building in the town for decades. Being close to the newly re-opened train station and to the community, the location of the new college will be ideally accessible and contribute significantly to the regeneration of the town centre and the image of Clackmannanshire.
 - **our local business base** - although we have an expanding business base, compared with Scotland we have a higher % of jobs in public and other services, and a lower % in business. We must find ways to diversify this base and encourage more businesses to take advantage of the improved transport links and locate in Clackmannanshire, particularly in the East of the county.
- 1.10 In addition, there is a need to better market Clackmannanshire, what the area can offer and how radically it has developed since the industrial restructuring of the 70s and 80s. The Alliance is developing programmes to promote the area under the auspices of the Fairer Scotland Fund.

Clackmannanshire's Health

- 1.11 While health continues to improve throughout Clackmannanshire and across Scotland, the health of Clackmannanshire remains worse than the Forth Valley average in relation to cancer and heart disease.



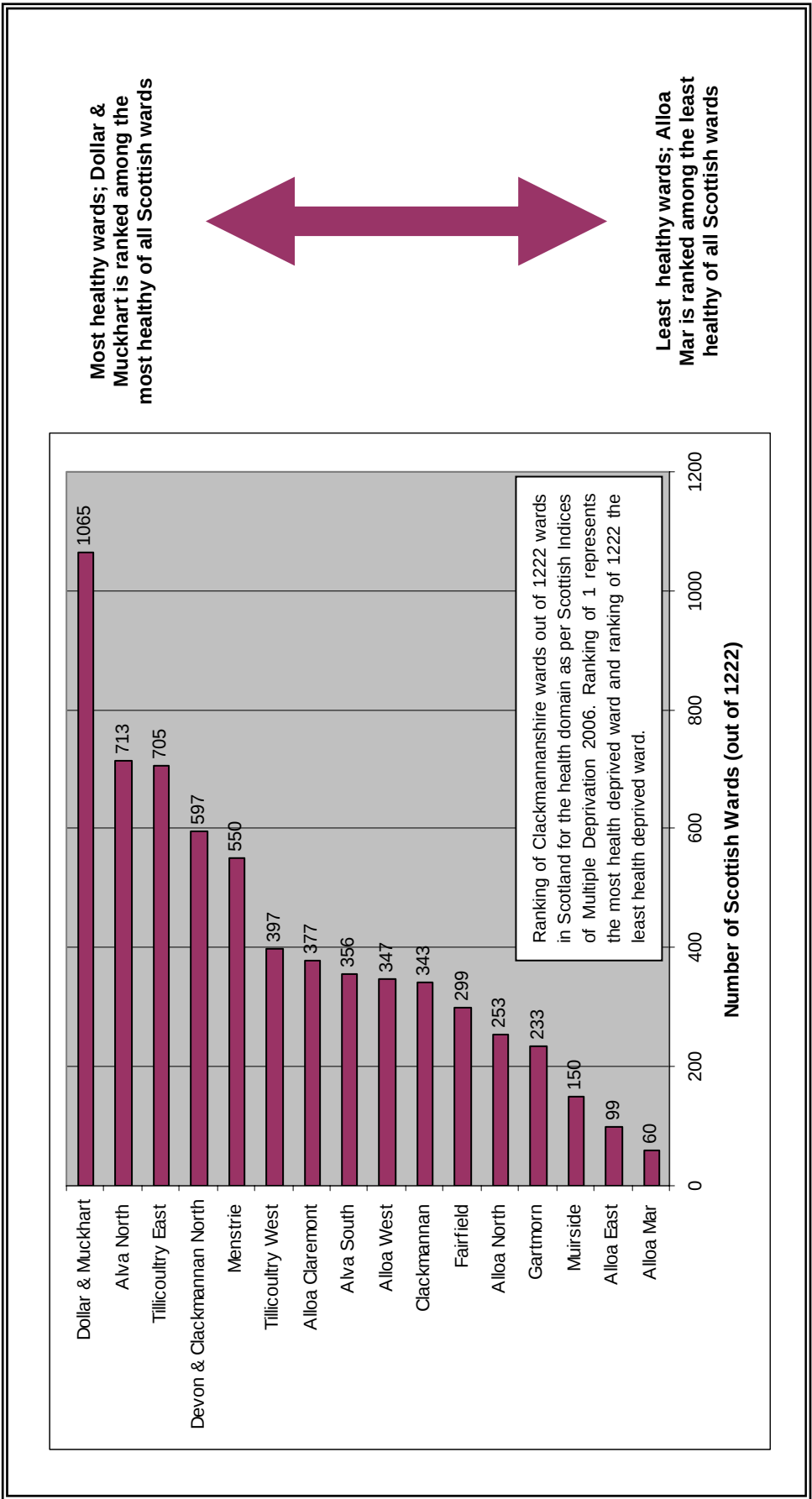
Source: GROS
Crown (c) copyright

- 1.12 Some key health statistics for Clackmannanshire are:

- the all-cause mortality rate (all ages) is significantly worse (higher) than the Scotland average
- expected years of life in good health (65.7 for males and 69.1 for females) are significantly worse (lower) than the Scotland averages (66.3 and 70.2 respectively).
- an estimated 29.8% of adults smoke, compared to 27.3% in Scotland as a whole
- the % adults claiming incapacity benefit or severe disability allowance is 11%, compared to a Scotland average of 9.3%. This impacts significantly on the number of people whose health prevents them being economically active and Clackmannanshire has higher rates of claimants than the Scottish average of incapacity benefit, disability living allowance and carer's allowance.
- the percentage of mothers smoking during pregnancy (28.2% in 2007 - 1SD) is among the highest 10% of the all 40 Scottish CHPs.
- the percentage of primary 1 children who are obese (13.1%) is also significantly worse than average
- the % of babies are exclusively breastfed at 6-8 weeks (25.5%) is below the Scottish average of 26.4% (2007 - 1SD)
- teenage pregnancies rates have been highest in Forth Valley and have consistently been higher than the national average (62.9 in Clackmannanshire compared with 57.9 in Scotland - 2006, 1SD).
- teenagers have a higher than national average use of smoking, drinking & drugs
- rate of low weight babies is higher than the Forth Valley and national averages
- as in the rest of the country, there exist issues related to alcohol and substance misuse
- the highest rate of improvement in Forth Valley for decrease in dental caries in children.

1.13

In addition, significant inequalities in health continue to exist in the county as can be seen from the chart below.



1.14

These challenges are being tackled in partnership and significant investment in services to promote health improvement are coming on stream in 2009, viz: a) a new community hospital to provide a range of services to the wider population of Clackmannanshire; b) a new health centre in Alloa serving a population of 25,000; c) the Fairer Scotland funded Clackmannanshire Healthier Lives Programme which focuses on anticipatory care and targets those experiencing health inequalities for adults and young people over 16 and over; this features intensive and targeted work with individuals in need (wherever they live) which is recognised by the partnership as being a crucial factor in reducing socio-economic deprivation.

Crime & Safety In Clackmannanshire

1.15 The Scottish Indices of Multiple Deprivation, shows Clackmannanshire as having only a small proportion of areas featuring in the worst for crime. In tandem with this, crime clear up rates are high and in 2007-08 were the highest of mainland Scottish authorities.

1.16 However, according to most recent figures (2007/08), Clackmannanshire experienced a crime rate of 916 per 10,000 population whereas the force area of Central Scotland as a whole, experienced a crime rate of 686 per 10,000. The rate of decrease in recorded crime in Clackmannanshire (7.3%) closely reflects the national downward trend (8%). The table below sets out comparative figures for key areas of local concern:

Source:	Clacks Rate/No.	Forth Valley Rate
Serious violent crime	1.5	1.21
Domestic Abuse	10.2	0.94
Vandalism	20.72	15.51
Serious Road Accidents	0.088	0.058

Rate per 10,000 population: Recorded Crime in Scotland 2007/8

1.17 There is significant public concern about crime and general safety in Clackmannanshire. Indeed, as can be seen from the chart on the next page, tackling crime or the fear of crime was the single biggest priority emerging from the Clacks 1000 survey in 2007.

1.18 A comprehensive strategic assessment has been undertaken by the Community Safety Partnership in Clackmannanshire, which has prioritised the following issues for action in light of the issues which have been identified both by the statistics and by local concerns:

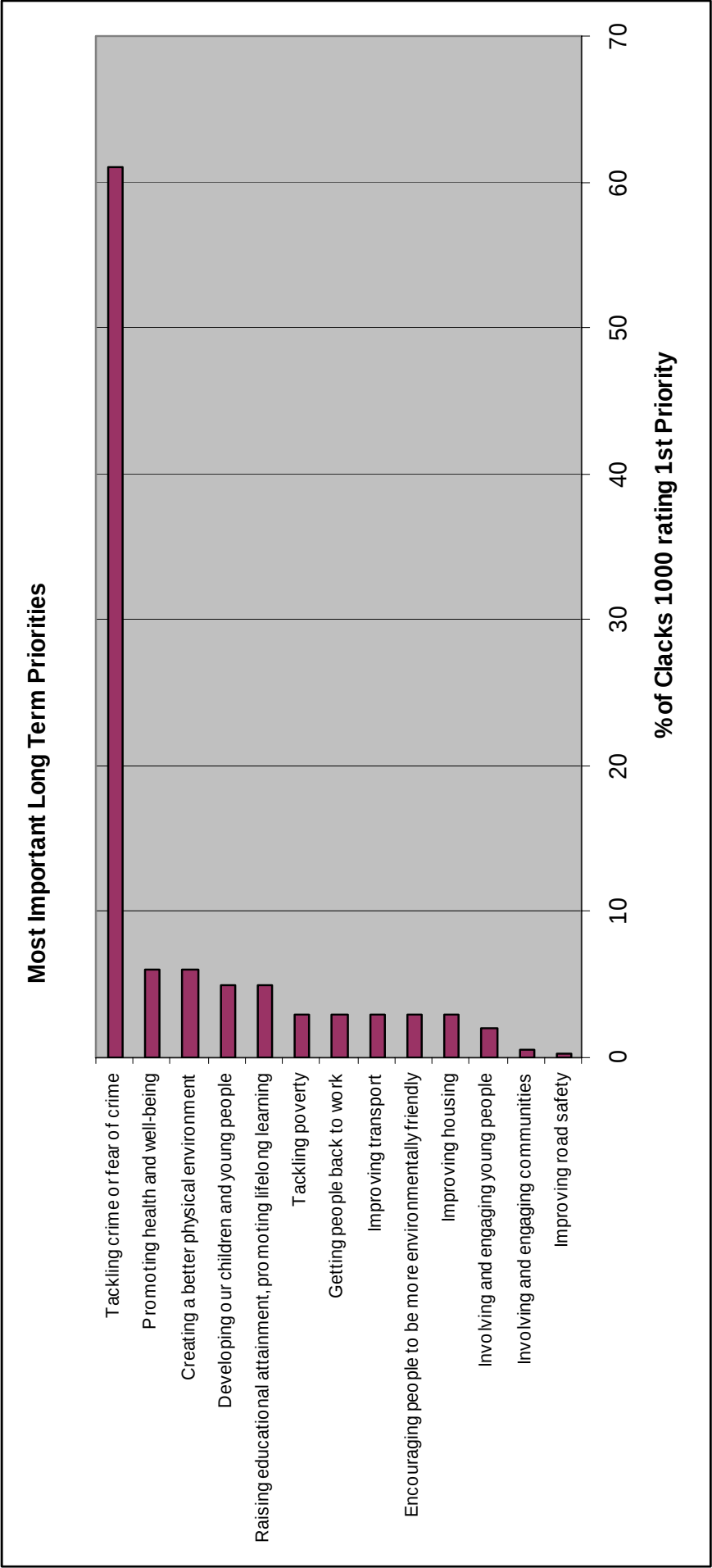
- Alcohol
- Fear of crime and perception of crime
- Group disorder
- Vandalism
- Violence against women
- Drugs

1.19 These local priorities are reflected in the priorities of Central Scotland Police which has conducted a detailed strategic assessment to establish the threats facing its communities, including Clackmannanshire. Examination of these threats has allowed priorities to be established at force level as follows:

- Public Protection (including child protection, domestic abuse, sex crimes and sex offenders)
- Disorder & Antisocial Behaviour (including vandalism and violence)

- Drugs (community level problematic drug abuse/dealing)
- Road Deaths & Injuries
- Serious Organised Crime
- Counter Terrorism

1.20 In relation to the latter of these, the threat of terrorism is a global issue with local impact and the partnership is working together to ensure that Clackmannanshire does not become a target for domestic or international terrorism. Priority is given to responding effectively to real or perceived terrorist threats with close co-operation, consistency and compatibility across the partnership.



Source - Clackmannanshire 1000, 3rd Survey, 2007

Inequalities In Clackmannanshire

1.21

The links between socio-economic deprivation, poor health and poor life chances are well known. Clackmannanshire, while it includes communities of outstanding prosperity, it also has neighbourhoods whose income and employment standards sit with the poorest in Scotland. In a Scottish context, Clackmannanshire:

- has the 5th highest share of population living in the 15% most deprived areas
- 39% of school pupils living in the most deprived areas in Scotland, compared to the national figure of 31%
- significantly above the national average school pupils entitled and registered for a free school meal in both the primary school and secondary sectors in both sectors.

1.22

While across Clackmannanshire generally there are significant inequalities, there are also significant inequalities within the county, with two wards in particular, Clackmannanshire South and Clackmannanshire Central, experiencing significantly higher levels of socio-economic deprivation than the others. The main areas of deprivation covered by Clackmannanshire South are Alloa South, Alloa East and Alloa Mar; the main area of deprivation covered by Clackmannanshire Central is Sauchie.

1.23

For example:

- Clackmannanshire South has the highest % income deprivation in the area;
- Clackmannanshire South has the highest % employment deprivation in the area;
- both Clackmannanshire South and Clackmannanshire Central fall within the 5% most deprived areas in Scotland;
- both Clackmannanshire South and Clackmannanshire Central fall within the 10% most health deprived areas in Scotland;
- Clackmannanshire South falls within the 5% most crime deprived areas in Scotland.

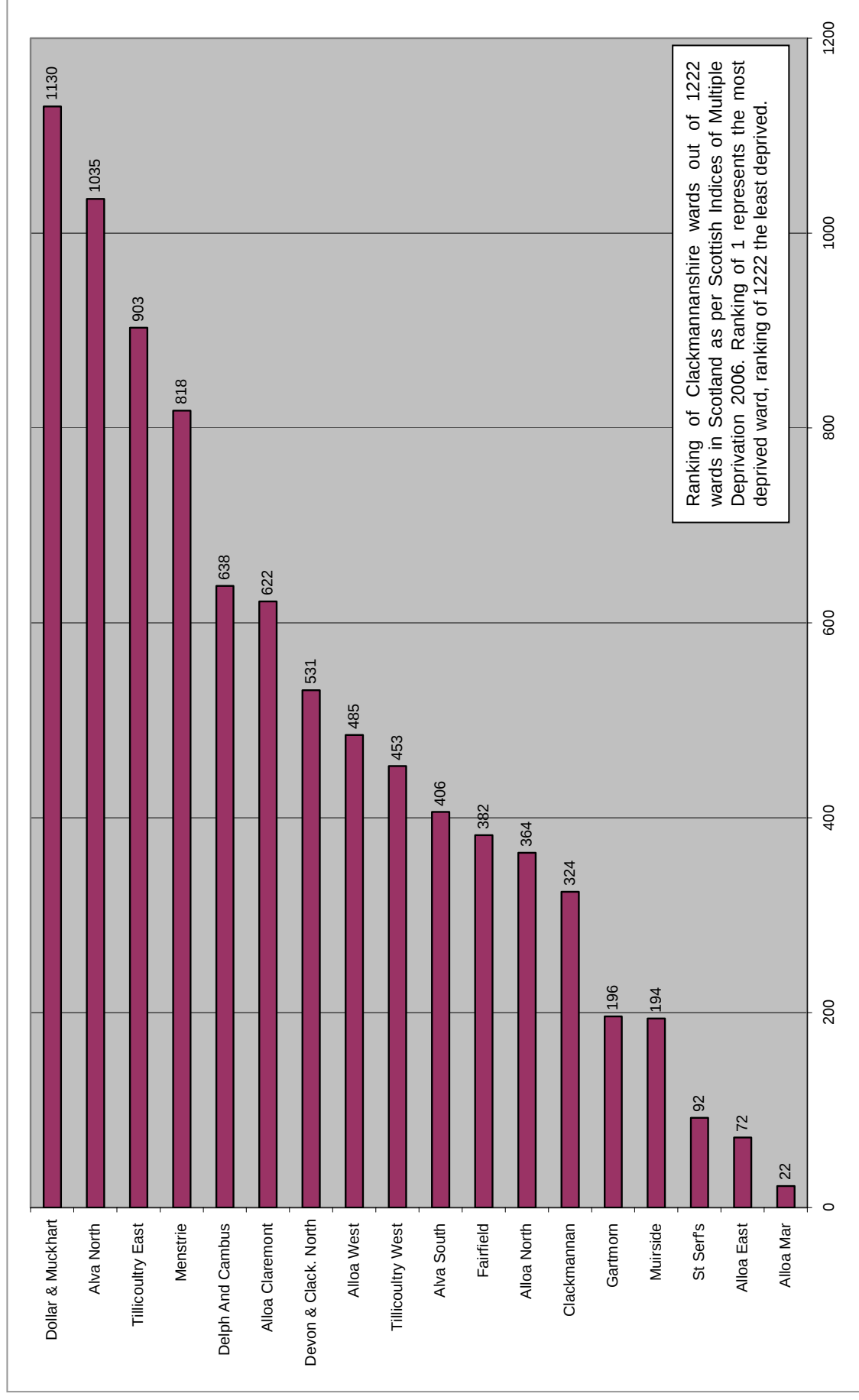
1.24

The chart on the next page shows the spread and concentration of deprivation across Clackmannanshire wards (based on former 18 wards as per 2006 Scottish Indices of Multiple Deprivation, SIMDs). Out of 1222 electoral wards in Scotland, Clackmannanshire's Alloa Mar ward was in the 2% most deprived wards, while, at the other end of the spectrum, Dollar & Muckhart was in the 10% least deprived wards nationwide.

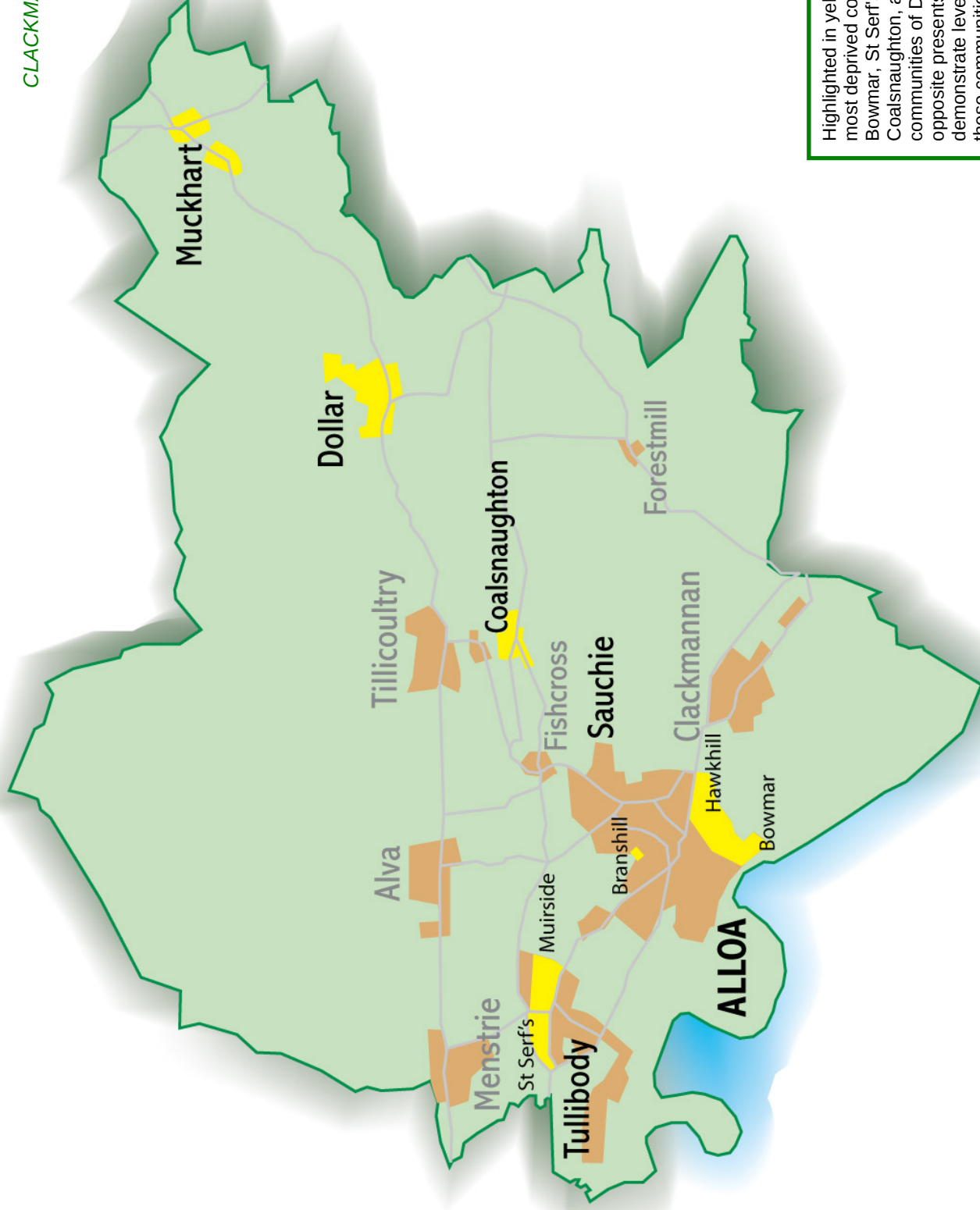
1.25

As the table below shows, relative deprivation in Clackmannanshire has increased between 2004-6 as in 2006 more datazones (based on the Scottish Indices of Multiple Deprivation, SIMD, categorisation) are in the top 5-15% most deprived areas of Scotland than there were in 2004.

	Total No. Datazones	5% Most deprived data zones						10% Most deprived data zones						15% Most deprived data zones					
		SIMD 2004			SIMD 2006			SIMD 2004			SIMD 2006			SIMD 2004			SIMD 2006		
		No. of data zones	Local share (%)	No. of data zones	Local share (%)	No. of data zones	Local share (%)	No. of data zones	Local share (%)	No. of data zones	Local share (%)	No. of data zones	Local share (%)	No. of data zones	Local share (%)	No. of data zones	Local share (%)		
Clackmannanshire	64	2	3.1	2	3.1	4	6.3	9	14.1	10	15.6	15	23.4						



1.26 The SIMDs are comprised of various domains and there are some startling figures within those for specific small communities in Clackmannanshire which are shown on the next two pages.



Highlighted in yellow are Clackmannanshire's most deprived communities of Hawkhill, Bowmar, St Serf's Muirside, Branshill, Coalsnaughton, as well as the least deprived communities of Dollar & Muckhart. The page opposite presents some figures which demonstrate levels of relative deprivation in these communities.

Bowmar

within the 5% most income deprived areas in Scotland
within the 5% most deprived areas in Clackmannanshire
within the 5% most employment deprived areas in Scotland.
within the 5% most crime deprived areas in Scotland.
within the 5% most education deprived in Scotland.
30% of the population are income deprived and **31%** are employment deprived.
42% of 20-24 year olds in the workless client group
24% of 16-19 year olds claim Job Seekers Allowance

Hawkhill

within the 5% most income deprived areas in Scotland
within the 5% most deprived areas in Clackmannanshire
within the 5% most employment deprived areas in Scotland
within the 5% most education deprived in Scotland
43% of the population are income deprived and **31.3%** are employment deprived.
average tariff score for all pupils on the S4 roll is **107** (the Clackmannanshire average is **160**)
51% of the population aged 25-49 are in the workless client group

Muirside

within the 5% most income deprived areas in Scotland
within the 5% most education deprived in Scotland
36.8% of the population are income deprived

Branshill

within the 5% most employment deprived areas in Scotland
31% of the population are employment deprived
30% of 16-19 year olds are in the workless client group
53% of the population aged 20-24 are in the workless client group

St Serf's

within the 5% most education deprived in Scotland

Coalsnaughton

within the 5% most education deprived in Scotland

Dollar & Muckhart

1.8% of the population are income deprived
2.7% are employment deprived.
average tariff score is **204** for all pupils on S4 roll (the Clackmannanshire average is **160**)

- 1.27 Where appropriate, therefore, some indicators in this SOA are broken down by smaller geographies to ensure that the focus on closing the socio-economic gap in Clackmannanshire remains high for the partnership.
- 1.28 The Bowmar area of Alloa, within the Clackmannanshire South ward, has persistently suffered from relatively high levels of deprivation. In 2008 a new masterplan for the area has been developed by partners which aims to provide a basis for the regeneration of housing in the area, complementing and building on previous initiatives with the aim of raising aspirations and changing perceptions of the area. In addition, a Problem Solving Partnership has been established in this area by Central Scotland Police to provide a focus for joint action.
- 1.29 A significant issue related to inequalities is the lack of affordable housing in Clackmannanshire. The Strategic Housing Investment Plan 2009-14 identifies net affordable housing need of 1128 units by 2014, the majority of which is for social rented housing, with 77 units for low cost ownership. The housing waiting list has grown by 85% in 2007-08 in spite of 30% of existing applicants being rehoused. It is projected that there will be a large unmet need (around 850 units), which may grow given the current recession.
- 1.30 As well as geographic inequalities, there are some groups of people in our communities who are more vulnerable to disadvantage and poverty. These and other individuals need intensive and targeted support whichever community they live in to reduce the effects of socio-economic deprivation. Some of the most vulnerable groups of individuals include:
- young people
 - adults requiring care
 - people who are homeless
 - victims of domestic abuse.
- Young People
- 1.31 Some issues in relation to vulnerable young people have been discussed within this section already, particularly in relation to educational attainment, employment and health. As well as these issues, however, the partners have priorities in relation to improving targeted services for vulnerable young people to ensure that they get the help and support they need when they need it, especially in the field of child protection. Latest figures show that Clackmannanshire has:
- a higher than national average % of 0-18 population looked after (1.5% cf 1.3%)
 - rate of children on child protection register higher than the Scottish average (3% cf 2.7%)
 - teenage pregnancies rates have been highest in Forth Valley and have consistently been higher than the national average
- 1.32 The partners are acutely aware of the need to develop the corporate parenting agenda across the partnership and have made this a priority in the 2008-2010 Integrated Young Person's Services Plan.
- 1.33 In addition, a key group of vulnerable young people are those who are affected by their parents' or other family members' substance misuse. In Clackmannanshire, 34% of substance misusers have dependent children, compared with 31% in Scotland overall (Scottish Drug Misuse Database 2007) and partners have prioritised support to this group of young people in their joint plans.

Adults Requiring Care

1.34

In Clackmannanshire CHP, 32.9% of older people with intensive care needs are cared for at home, rather than in care homes or geriatric long-stay hospital beds (Scotland 29.2%). Also, 6.3% of older people receive free care at home (Scotland 4.8%). There is highly effective joint working between the Council, health service and other partners to ensure a very positive contribution to increasing the proportion of people needing care who are able to sustain an independent quality of life as part of the community. The 6 national community care outcomes and associated 16 health and community care measures will be the way in which the Partnership will measure and show developments and improvements in Community Care Services and provisions. While some of these appear in this SOA, the majority are contained within other strategic joint documents, including the Clackmannanshire Community Health Partnership Strategic Plan.

People Who Are Homeless

1.35

Clackmannanshire has almost double the national average of homeless presentations, one of the country's highest. However, Clackmannanshire also has the highest percentages of assessed homeless applicants receiving permanent accommodation, well above the national average, with 80% of housing lets going to homeless applicants and people at risk of homelessness. The Council's recent performance in allocating homes to homeless people has been recognised as a key strength in a recent inspection

1.36

The removal of priority need by 2012 will see a rise in homeless responsibilities, particularly in respect of young people. This change, alongside a projected reduction of 23% in the supply of social rented housing will lead to a significant new pressure on demand for social rented housing.

1.37

There is a strong link between health inequalities and homelessness:

- Life expectancy is lower for homeless people,
- 73% of homeless people may experience mental health issues,
- 29% may attempt suicide,
- 79% use Accident & Emergency services rather than GP (64%)
- homeless people experience problems with accessing services such as dental, optical, podiatry and GP
- children more prone to disrupted sleep, illness, infection and behavioural issues which impacts on child learning patterns and care.

Victims of Domestic Abuse

1.37

Clackmannanshire had the 4th highest recorded rate of domestic abuse in Scotland. At a rate of 1261 incidents per 100,000 of the population, this represented a 40% increase in recorded statistics for 2005-06. It is accepted that violence against women is a key indicator of women's inequality and there has been much activity in Clackmannanshire to raise awareness and encourage reporting of domestic abuse. It is acknowledged that, for a variety of reasons, domestic abuse is consistently under-reported and it is possible that locally, victims of domestic abuse are becoming more confident in reporting. Tackling domestic abuse is now one of the main priorities for the Clackmannanshire Community Safety Partnership; working closely with the local violence against women multi agency partnership – Action for Change.

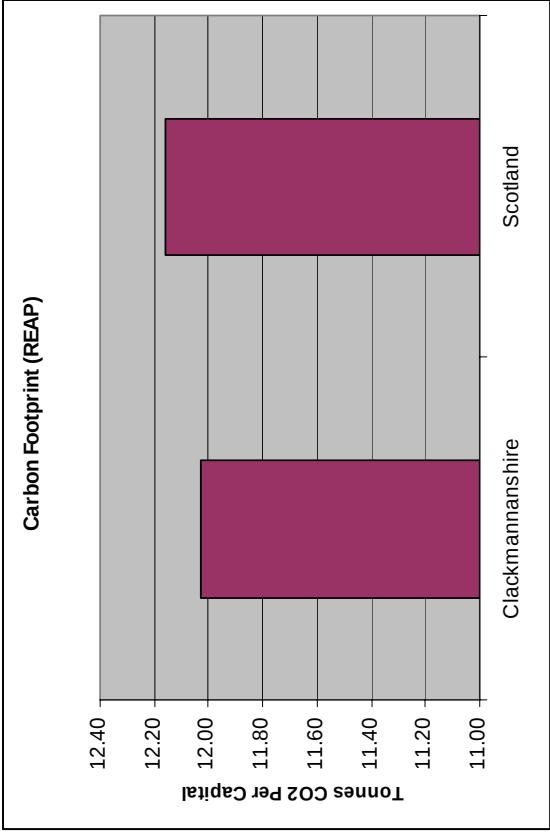
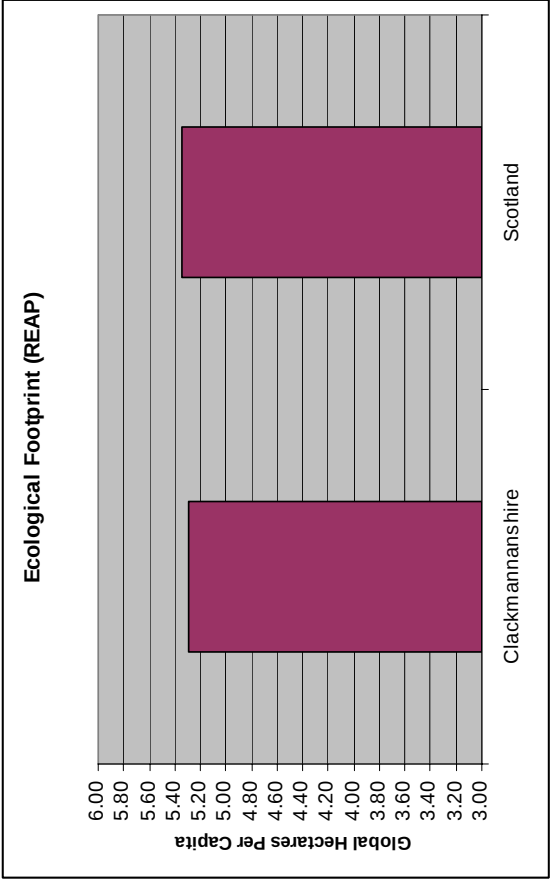
The Clackmannanshire Environment

1.38

Clackmannanshire enjoys an enviable natural environment. It has a scenic and varied natural heritage, ranging from the uplands of the Ochil Hills to the flat, coastal landscape of the Forth estuary, supporting a diverse range of flora and fauna. Clackmannanshire's rich built heritage is an important part of the county's landscape: it is exceptional for an area of its size and represents many periods of Scotland's past.

1.39

Clackmannanshire's ecological and carbon footprints, while slightly lower than the Scottish average, are still significantly higher than the global averages which means that Clackmannanshire is still using more than its fair share of resources to support consumption.



1.41 The largest contributors to both footprints locally are:

	Share of Ecological Footprint	Share of Carbon Footprint
Housing	28%	32%
Transport	16%	24%
Food	25%	10%
Consumer Items	13%	11%

1.42

Climate change is an issue for Clackmannanshire, where the most notable impact is an increase in the likelihood and severity of flooding events. Climate change is caused by the emission of greenhouse gases and in Clackmannanshire the main sources of these are from housing and transport.

1.43

While traffic in Clackmannanshire is increasing, the Partnership promotes active travel, public transport and car-sharing in order to make the most of the opportunities presented by new infrastructure developments. The Local Transport Strategy is a key component in managing travel in

- Clackmannanshire to reduce its environmental impact; as is the developing Core Paths Plan, which once adopted, will provide a comprehensive network of paths catering for a range of users. These paths, together with existing rights of way and the National Cycle Route support recreational use and facilitate active travel (for people walking and cycling to school or work), both of which have associated health benefits.
- 1.44 Clackmannanshire's natural heritage is itself vital for mitigating climate change: trees and areas of peat land play an important role in storing carbon dioxide that would otherwise be released into the atmosphere. However, climate change is also a significant threat to Clackmannanshire's biodiversity. Early action has been taken by partners to demonstrate the value of natural flood management techniques on the river Devon. Project work with the WWF in the upper catchment of the river has aimed to demonstrate the value of these techniques for flood management, water quality and biodiversity.
- 1.45 Increased flooding and more extreme weather events will impact upon Clackmannanshire's water environment. The water quality of our water bodies and rivers are regularly monitored. The status of water bodies is assessed on morphology, ecology and chemical status. Much of Clackmannanshire's water bodies are classed as poor or moderate.
- 1.46 In 2000 the Water Framework Directive (WFD), was introduced and was translated into Scottish legislation via the Water Environment and Water Service Act (Scotland) in 2003. The aim of the WFD is for all water bodies to achieve "good" status by 2015. For the Forth catchment by 2015 we expect 41% of surface water bodies to be at "high" or "good" ecological status.
- 1.47 As well as climate change, the greatest threats to Clackmannanshire's biodiversity are;
- suburban growth, and the resultant increase in pollution, threatens the natural environment
 - fragmentation and degradation of natural and semi-natural habitats
 - the presence of invasive non-native species
- 1.48 Clackmannanshire has a number of sites which are designated for their natural heritage value and a number of UK priority species and habitats, set out in the Clackmannanshire Local Biodiversity Action Plan. Gartmorn Dam, which was designated as a Local Nature Reserve in 1980, is a particularly important site for the viewing of wildlife and has formed an important location for boosting education and awareness of biodiversity in Clackmannanshire. This Site of Special Scientific Interest is a key asset which the Council and its partners have developed over the last three decades to ensure its protection and accessibility to the local community.
- 1.49 The Clackmannanshire community has done a lot over the years to improve Clackmannanshire's environmental sustainability and environmental performance; for a number of years Clackmannanshire has recycled the highest % of domestic waste.
- 1.50 All of Clackmannanshire Council's schools are now registered on the Eco-Schools programme, and 14 of these have attained at least one green flag, the top level of award. The Eco-Schools programme involves the whole school, and the local community, in deciding how to manage the school in a way that respects and enhances the environment.

2.0 CLACKMANNANSHIRE PRIORITY OUTCOMES

2.1 Our priorities are the result of detailed discussion amongst partners and stakeholders which has included an analysis of the local socio-economic circumstances in Clackmannanshire, some of which have been described in the previous section of this document.

PRIORITY OUTCOMES		
The area has a positive image and attracts people and business	Our communities are more cohesive and inclusive	People are better skilled, trained and ready for learning and employment
Our communities are safer	Vulnerable people and families are supported	Substance misuse and its effects are reduced
Health is improving and health inequalities are reducing	The environment is protected and enhanced for all	Improved quality of public services

2.2 Clackmannanshire's priority outcomes are consistent with, complementary to, and supportive of, the 15 national outcomes which are set out in the national performance framework. The relationship between the Clackmannanshire priority outcomes and the national outcomes and indicators is set out in the table on the next page (please note, this table has been organised to demonstrate alignment with national outcomes rather than to imply any relative priority of either local or national outcomes). While some national outcomes have less prominence locally, Clackmannanshire is making a contribution to every national outcome at some level. In terms of each of the 9 local priority outcomes the partners will endeavour to provide equal opportunities for everyone regardless of race, religious belief, gender, age, disability, sexual orientation and income and ensure that no one person has a poorer standard of service or opportunity than any other.

2.3 In the same way that the national outcomes do not stand in isolation, the individual Clackmannanshire priority outcomes are closely linked and can impact mutually on each other: for instance, protecting and enhancing our environment gives an attractive location for enterprises, visitors and tourists, generates a platform for business opportunities; it gives opportunities for activity, recreation which promote health improvement; it promotes community spirit and pride. The Alliance works across and between agencies and services to support and address cross-cutting issues and priorities. It is this integrated effort which will assist us in achieving our aims of: Improving wellbeing, building confidence and raising aspirations, and strengthening communities.

2.4 The remainder of the document sets out for each of the priority outcomes of the Clackmannanshire Alliance:

- local contexts, with reference to relevant national outcome and associated indicators
- local targets and indicators to achieve the outcomes
- underpinning strategies and plans which contain actions which contribute to the achievement of the priority outcomes.

NATIONAL OUTCOMES AND ASSOCIATED CLACKMANNANSHIRE PRIORITY OUTCOMES - 15 NATIONAL OUTCOMES and beneath them the associated CLACKMANNANSHIRE PRIORITY OUTCOMES				
1. We live in a Scotland that is the most attractive place for doing business in Europe	2. We realise our full economic potential with more and better employment opportunities for our people	3. We are better educated, more skilled and more successful, renowned for our research and innovation.	4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	5. Our children have the best start in life and are ready to succeed
The area has a positive image and attracts people and business	The area has a positive image and attracts people and business	People are better skilled, trained and ready for learning and employment	People are better skilled, trained and ready for learning and employment	Vulnerable people and families are supported
The environment is protected and enhanced for all	People are better skilled, trained and ready for learning and employment		Our communities are more cohesive and inclusive	Health is improving and health inequalities reducing Substance misuse and its effects are reduced
6. We live longer, healthier lives	7. We have tackled the significant inequalities in Scottish society	8. We have improved the life chances for children, young people and families at risk.	9.. We live our lives safe from crime, disorder and danger	10. We live in well-designed, sustainable places where we are able to access the amenities and services we need
Vulnerable people and families are supported	Our communities are more cohesive and inclusive	Vulnerable people and families are supported	Our communities are safer	The environment is protected and enhanced for all
Substance misuse and its effects are reduced	Vulnerable people and families are supported	Substance misuse and its effects are reduced	Substance misuse and its effects are reduced	Our communities are safer
Health is improving and health inequalities are reducing	Health is improving and health inequalities are reducing	Health is improving and health inequalities are reducing		
The environment is protected and enhanced for all	12. We value and enjoy our built and natural environment and protect it and enhance it for future generations	13. We take pride in a strong, fair and inclusive national identity	14. We reduce the local and global environmental impact of our consumption and production.	15. Our public services are high quality, continually improving, efficient and responsive to local people's needs
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	The environment is protected and enhanced for all	Our communities are more cohesive and inclusive	The environment is protected and enhanced for all	Improved quality of public services
Our communities are more cohesive and inclusive	The area has a positive image and attracts people and businesses			
Substance misuse and its effects are reduced				

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

KEY LOCAL CONTEXTS

- Improved accessibility provided by rail link and Clackmannanshire bridge
- the county now has two Business Improvement Districts (BIDs) with the establishment in 2008 of the Alloa Town Centre BID
- surge in house building activity
- growing population
- labour market underperformance
- need to diversify business base
- Clackmannanshire's impressive built heritage
- natural heritage and landscape an important part of Clackmannanshire's identity
- Homecoming 2009.

PROGRESS IN 2008-09

- railway link to Alloa reopened and passenger numbers exceeding expectations
- Clackmannanshire Bridge opened to enhance access to/from east and west
- 3 new secondary schools opening
- development of Core Paths Plan
- development of full bid for the Ochils Landscape Partnership

RELEVANT LOCAL PLANS & STRATEGIES

1. Building Clackmannanshire
2. Clackmannanshire Local Development Plan
3. Clackmannanshire Housing Strategy
4. Clackmannanshire Local Transport Strategy
5. Regional Transport Strategy 2008-2023
6. Clackmannanshire Tourism Strategy
7. Clackmannanshire Open Space Strategy
8. Clackmannanshire Council Asset Management Plan
9. Draft Clackmannanshire Core Paths Plan
10. Ochils Landscape Partnership Landscape Strategy
11. Scottish Enterprise Business Plan 2008-2011

CONTRIBUTING TO NATIONAL OUTCOMES

- we live in a Scotland that is the most attractive place for doing business in Europe
- we realise our full economic potential with more and better employment opportunities for our people
- we value and enjoy our built and natural environment and protect it and enhance it for future generations

ASSOCIATED NATIONAL INDICATORS

- increase the rate of new house building
- increase the percentage of adults who rate their neighbourhood as a good place to live
- increase the proportion of adults making one or more visits to the outdoors per week

CLACKMANNANSHIRE PRIORITY OUTCOME: the area has a positive image and attracts people and businesses				
Indicator	Source Frequency	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
% of adults who rate their neighbourhood as a good place to stay	Clacks 1000 2006	Clacks = 86% Regen. Areas = 79%	Clacks = 88% Regeneration Areas = 82%	> 90% > 90%
% of adults very or quite satisfied with Clackmannanshire as a place to live	Clacks 1000 2006	Clacks = 76% Regen. Areas = 65%	Clacks = 85% Regeneration Areas = 75%	> 90% > 90%
Business Start Ups	BERR 2006	90	Increase the number of VAT registered businesses year on year	Increase the number of VAT registered businesses year on year
Business Survival Rates	BERR 2006	70	Decrease the number of businesses deregistering for VAT	Decrease the number of businesses deregistering for VAT
Annual new house completions	Clacks Council Annual	299 July 07- June 08	490 new house completions	Average 245 new house completions per year to 2026
Clackmannanshire total tourism revenue	STEAM 2006	£16.66m	Increase year on year	Increase year on year

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

KEY LOCAL CONTEXTS

- Clackmannanshire is the 5th most deprived area in Scotland as measured by the Scottish Multiple Indices of Deprivation
- there are also significant inequalities within Clackmannanshire
- there are significant concentrations of deprivation in certain small neighbourhoods
- there is a shortfall in affordable housing

PROGRESS IN 2008-09

- development of the Bowmar Masterplan
- establishment of Alloa Park/Bowmar Problem Solving Partnership
- Fairer Scotland funded Clackmannanshire Works programme established to promote employability in those furthest from the labour market
- strong voluntary sector and range of volunteering opportunities
- large investment in council housing stock to enhance standards of accommodation
- establishment of Corporate Parenting working group

RELEVANT LOCAL PLANS & STRATEGIES

1. Building Clackmannanshire
2. Clackmannanshire Development Plan
3. Clackmannanshire Housing Strategy
4. Bowmar Masterplan
5. Strategic Housing Investment Plan 2009-14
6. Joint Community Care Plan
7. Clackmannanshire Council Equalities Scheme
8. Clackmannanshire Biodiversity Action Plan
9. Equality Schemes
10. Integrated Children's Services Plan 2008/11 & Early Years Framework

CONTRIBUTING TO NATIONAL OUTCOMES

- we have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- we have tackled the significant inequalities in Scottish society,
- we take pride in a strong, fair and inclusive national identity
- our young people are successful learners, confident individuals, effective contributors and responsible citizens.

ASSOCIATED NATIONAL INDICATORS

- decrease the proportion of individuals living in poverty

CLACKMANNANSHIRE PRIORITY OUTCOME: our communities are more cohesive and inclusive				
Indicator	Source Frequency	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
% Clackmannanshire datazones in most income deprived in Scotland (5%-15%)	SIMDs 2006	% Clacks d'zones in 5% most income deprived in Scotland = 3.1 % in 10% most income deprived in Scotland = 14.1 % in 15% most income deprived in Scotland = 23.4	Reduce proportion	Reduce proportion in longer term
% Working Age people who are economically active	NOMIS Population Survey July 07-June 08	Clacks 71.6% Scotland 80%	Narrow gap between Clackmannanshire and Scotland	Scottish average
Unemployment rate (claimant count)	NOMIS Updated monthly Jan 2009	Clacks-4.4% Scotland 3.4%	Narrow gap between Clackmannanshire and Scotland	Scottish average
Median weekly earnings of: a) Employed Clackmannanshire residents b) Workforce based in Clackmannanshire	Annual Survey of Hours and Earnings (ASHE) 2008	£428.6 £420.5	Narrow gap between Clackmannanshire and Scotland Equivalent Scottish figures are:- £461.8 £460.1	Scottish average
Housing achieving the Scottish Housing Quality Standard (Council stock) and the Clackmannanshire Standard (higher standard than the SHQS)	Housing Services	SHQS = 73% Clacks Standard = TBD March 09	82% meeting the SHQS by 2011 TBD March 2009	All Council owned stock meets the Clackmannanshire Standard by 2015 and remains at or above this standard
% adults very happy or fairly happy	Clacks 1000 Health & Well-Being 2007	Clacks - 83% Regen. Areas - 77%	Clacks - 85% Regeneration Areas - 80%	Clacks - not < 90% Regeneration Areas - not < 90%
% of children living in low income households	GRO Scotland 2006/7	48%	Reduce	Reduce

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

KEY LOCAL CONTEXTS

- Clackmannanshire suffers from higher than average unemployment
- Clackmannanshire has lower than average economic activity rates
- Clackmannanshire has lower than average levels of higher level qualifications
- Three and four year olds continuing to take up entitlement to free nursery places

PROGRESS IN 2008-09

- there are improvements in educational attainment in Clackmannanshire
- the numbers of young people entering training, education and employment are increasing
- the construction of 3 new secondary schools for the county
- approval for new college campus in Alloa town centre.
- local labour market agreements
- voluntary and social enterprise sectors provision of experience and training

RELEVANT LOCAL PLANS & STRATEGIES

1. Clackmannanshire More Choices, More Chances Strategy
2. Clackmannanshire Economic Development Strategy
3. Integrated Children's Services Plan 2008-2010
4. Local Authority Statement of Education Improvement Objectives 2007-10
5. Early Years Framework
6. Clackmannanshire Community Learning & Development Strategy
7. 2008/11 Local Adult Literacy & Numeracy Strategic Plan
8. Draft Sustainability & Climate Change Strategy
9. Scottish Enterprise Business Plan 2008-11

CONTRIBUTING TO NATIONAL OUTCOMES

- we realise our full potential with more and better employment opportunities for our people
- our young people are successful learners, confident individuals, effective contributors and responsible citizens
- we are better educated, more skilled and more successful,

ASSOCIATED NATIONAL INDICATORS

- increase the proportion of school leavers in positive and sustained destinations
- reduce number of working age people with severe literacy and numeracy problems
- increase the proportion of schools receiving positive inspection reports.

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

Indicator	Source Frequency	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
% 3 and 4 year olds taking up entitlement to free nursery places	Clacks Council Annual Early Years Census	4yr olds 98% 3yr olds 89.3% 2008	100% for both age groups	100% for both age groups
% of working age population with NVQ4+	NOMIS 2007	Clacks - 29.7% Scotland - 33.2%	Narrow gap	Scottish average
% working age residents with no qualifications	NOMIS 2007	Clacks - 20.5% Scotland - 13.5%	Narrow gap	Scottish average
% school leavers in positive and sustained destinations	School Leavers Destination 2006/07	89%	Increase to 95%	95%
Overall attainment levels of pupils at the end of S4; % of pupils attaining 5+ awards at Level 4 or better	SQA Annually	70% 2008	78% by 2010	81% by 2011
The average Unified Points Score (UPS) of pupils at the end of S4 *	SQA Annually	160 2008	180 by the end of 2011 (Scottish 3 year average 2004-07 was 171)	180 by the end of 2011
% pupils attaining 3 or more awards at Level 6 or better by the end of S5	SQA Annually	16% 2008	>20% by 2010.	TBD
Attainment of the lowest performing 20% of pupils at the end of S4	SQA Annually	45 2008	Average tariff score of 88 at the end of 10-11	TBD
% young people who have positive perceptions of themselves as learners: - at the end of P6 - at the end of S1 and/or S2	Myself As A Learner	Tbd June 2009	TBD TBD	100% 100%

* The UPS combines scores for each accredited SQA course a student attains. Tariff points for selected course levels and awards are as follows (Source SQA):

Access 2 Unit - 1 Access 3 Unit - 2	Standard Grade 1 - 38 Standard Grade 2 - 28 Standard Grade 3 - 22 Standard Grade 4 - 16	Standard Grade 5 - 11 Standard Grade 6 - 8 Standard Grade 7 - 3	Intermediate 1 Unit - 4 Intermediate 2 Unit - 7 Intermediate 1 C - 16 Intermediate 2 C - 28	Higher Unit - 12 Higher C - 48 Higher A - 72	CSYS - 120 Advanced Higher A - 120 Advanced Higher B - 100 Advanced Higher C - 80
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COMMUNITY PLANNING PRIORITY OUTCOME: our communities are safer

KEY LOCAL CONTEXTS

- Relative to neighbouring areas, crime rates are higher in Clackmannanshire
- crime and fear of crime has been identified as an issue of prime concern by communities locally; fear of crime is consistently disproportionate to actual crime rates

PROGRESS IN 2008-09

- crime rates have fallen; rates of vandalism have fallen at twice the national rate
- detection rates in key groups are amongst the best performing
- the local Community Safety Partnership has agreed new structure and reviewed its membership
- a new Community Safety strategy and action plan has been developed
-

RELEVANT LOCAL PLANS & STRATEGIES

1. Clackmannanshire Community Safety Strategic Assessment
2. Clackmannanshire Community Safety Strategy
3. Central Scotland Police Strategic Plan 2008-11
4. RAHMAS
5. Integrated Young Person's Services Plan 2008-2010
6. Youth Justice Strategy

CONTRIBUTING TO NATIONAL OUTCOMES

- we live our lives safe from crime, disorder and danger
- We have improved the life chances for children, young people and families at risk.
- We live in well-designed, sustainable places where we are able to access the amenities and services we need

ASSOCIATED NATIONAL INDICATORS

- Increase the positive public perception of the general crime rate in the local area

Crime Groups/Abbreviations

- 1 - Crimes of violence which includes murder, attempted murder, serious assault, robbery and assault with intent to rob, cruelty to children and threats and extortion
- 2 - Crimes of indecency which includes rape, indecent assault, lewd and libidinous practices
- 3 - Crimes of dishonesty which includes thefts (housebreaking or opening lockfast places), thefts of and from motor vehicles and fraud
- 4 - Vandalism, fire-raising and malicious conduct which includes vandalism, malicious mischief, fire-raising and reckless conduct
- 5 - Other crimes which includes all drugs offences, bail offences and crimes against justice such as perjury
- 6 - Miscellaneous offences
- 7 - Offences relating to motor vehicles
- K - 1000
- KSI - killed or seriously injured
- MV - motor vehicle

CLACKMANNANSHIRE PRIORITY OUTCOME: our communities are safer				
Indicator	Source Frequency	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Level of satisfaction with how local agencies are tackling crime and fear of crime	Clacks 1000 2 yearly	Clacks = 31% Regen. Areas = 30%	Increase to 35% Increase to 35%	Clacks = > 50% Regen. Areas = > 50%
% of people who <i>often</i> or <i>most of the time</i> felt fearful of becoming a victim of crime	Clacks 1000, 2009 5th Survey	<i>Often</i> Clacks 15% Regen. Areas 23%	Decrease to 10% Decrease to 15% Decrease to 1% Decrease to 3%	Clacks < 10% Regen. Areas <10% Clacks < 1% Regen. Areas <1%
		<i>Most of Time</i> Clacks 2% Regen. Areas 5%		
		Baseline 07-08 All Quarters Central Scotland Police		
		Updated quarterly		
Group 1 Crimes (No, per K pop, % detection)		89 1.78 93		
Group 2 " " " " " "		70 1.40 91		
Group 3 " " " " " "		1156 23.17 61		
Group 4 " " " " " "		1081 21.66 47		
Group 5 " " " " " "		1067 21.38 -*		
Group 6 " " " " " "		1763 35.33 -*		
Group 7 " " " " " "		1896 38.00 -*		
Racist " " " " " "		37 0.74 45		
Residential House Break-Ins " " " "		44 0.88 45		
Vandalisms " " " " " "		1005 20.14 -		
Enforcement of quality of life offences		1331 26.67 -		
All persons KSI (no, per MVK)		10 0.044 -		
Child KSI " " " "		1 0.004 -		
Slight injuries " " " "		66 0.29 -		
Injury road collisions " " " "		57 0.251 -		
Racist Incidents (No, per K pop)		45 0.90 -		
% residents who state vandalism or graffiti is a dislike about their local neighbourhood	Clacks 1000 2006	Clacks = 39% Regen. Areas = 57%	Decrease to 30% Decrease to 47%	Clacks = < 20% Regen. Areas = < 20%
Number of accidental dwelling fires	CSF&RS, Annual, 2007	8.75 per 10000 pop	Year on year reduction	An improvement rate at least equivalent to the Scottish average
Number of accidental fire fatalities	CSF&RS, Annual, 2007	0.09 per 10000 pop	Year on year reduction	An improvement rate at least equivalent to the Scottish average
Number of incidents resulting in casualties	CSF&RS, Annual, 2007	1.25 per 10000 pop	Year on year reduction	An improvement rate at least equivalent to the Scottish average

COMMUNITY PLANNING PRIORITY OUTCOME: vulnerable people and families are supported

KEY LOCAL CONTEXTS

- among highest levels of homelessness in Scotland
- higher than average % of looked after children in Scotland
- higher than average referrals to Reporter
- excellent community care services for adults
- higher than average domestic abuse incidents with an upward trend

PROGRESS IN 2008-09

- joint working on services for Older People has been successful in keeping people at home for longer and avoiding unnecessary admissions to hospital. This good performance has been evident through sustained zero Delayed Discharges; relatively low levels of emergency admission; high levels of intensive home care and confirmed through the report of the Multi Agency Inspection of Services for Older People (MAISOP) (2008).
- redesigning local services around the planned Community Healthcare Centre which will come on stream in the spring of 2009.
- partnership working further established between the Community Safety Partnership and local Action for Change group; domestic abuse is a priority in the Community Safety strategy; establishment of the CEDAR (Children Experiencing Domestic Abuse Recovery Programme) pilot in Forth Valley
- Two successful applications for ASBOs in relation to domestic abuse

RELEVANT LOCAL PLANS & STRATEGIES

1. Clackmannanshire Joint Homeless Strategy 04-09
2. Clackmannanshire Supporting People Strategy 07-10
3. Clackmannanshire Local Housing Strategy 04-09
4. Clackmannanshire Joint Health Improvement Strategy
5. Integrated Young Person's Services Plan 2008-2010
6. Carers Strategy
7. HMIE Child Protection Action Plan
8. MAISOP Inspection
9. SWIA Action Plan
10. Corporate Parenting Strategy (in development)
11. Equality Schemes
12. Community Safety Strategy
13. Early Years Framework
14. Action for Change Action Plan 2009/10

CONTRIBUTING TO NATIONAL OUTCOMES

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

ASSOCIATED NATIONAL INDICATORS

- all unintentionally homeless people will be entitled to settled accommodation by 2012
- increase the overall proportion of child protection committees receiving positive reports
- % of people 65+ with high levels of care needs who are cared for at home
- reduce proportion of people 65+ admitted as emergency inpatients 2 or more times in a single year
- the proportion of people needing care or support who are able to sustain an independent quality of life as part of the community through effective joint working

CLACKMANNANSHPRE PRIORITY OUTCOME: vulnerable people and families are supported				
Indicator	Source Frequency	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
% levels of satisfaction amongst people using community care services	Community Care Survey	60% 2008	65%	Increase
% of people 65+ with high levels of care needs who are cared for at home	Scottish Gov H1 returns	39% March 2008	Maintain above national average target of 30%	Maintain above national average target
% community care referral and service responses within priority target times	Community Care Statistics Quarterly	65% January 2009	75%	Increase
No patients waiting in short stay settings for more than 6 weeks for discharge to appropriate setting	ISD FV NHS	0	Maintain at zero	Maintain at zero
A&E attendance rate per 100,000 (Forth Valley wide figures only)	NHS FV Monthly	2366 December 2008	2043 by March 2011	Reduce
% carers who feel supported by partner agencies to continue their caring role	Carers' Survey	50% Annual	60%	Increase
% children on child protection register visited as per the Child Protection Plan	Child Care Statistics	TBD	100%	100%
Overall levels of achievement of looked after children (note - the denominator for this % is usually very small - e.g. 10 individual children)	CLAS Survey	50%	95% looked after and accommodated children attain at least an SCQF Level 3 award in English and Mathematics at the end of S4	95% looked after and accommodated children attain at least an SCQF Level 3 award in English and Mathematics at the end of S4
Average time homeless people spend in temporary accommodation.	Council Housing Service statistics	86 days 08-09	Reduce	Reduce
Reduce people assessed as non-priority homeless	Council Housing Service statistics	22% 2003/4	11%	0% by 2012
Proportion homeless people maintaining their tenancy for at last 12 months	Council Housing Service statistics	82% 2007/8	Maintain the high level of re-housing arrangements which are sustained.	Maintain the high level of re-housing arrangements which are sustained.
Number of domestic abuse incidents per 100,000 population, reported to the police	Scottish Police Statistics Annual	1,261 2007/8	Increase until levels of confidence are reached	Ultimately to reduce levels of reporting as a result of fewer incidents of domestic abuse occurring

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

KEY LOCAL CONTEXTS

- young people's use of drugs and alcohol
- links between substance misuse and crime
- environmental and social issues related to substance misuse, particularly in deprived areas
- the need to support people, including young people, affected by others' drug use

PROGRESS IN 2008-09

- establishment of Alloa Park/Bowmar Problem Solving Partnership
- promotion of the implementation of brief intervention for alcohol within primary care and of substitute prescribing for drug misuse within primary care
- the development of a locality based model of service delivery for Addictions Treatment Services in line with the local Substance Misuse Strategy
- commitment of Fairer Scotland funding to tackle alcohol misuse.

RELEVANT LOCAL PLANS & STRATEGIES

1. Clackmannanshire CHP Strategic Plan 2009-2012
2. Clackmannanshire Joint Health Improvement Plan
3. Forth Valley Substance Action Team Strategy
4. Plan For Action On Alcohol 2007
5. Clackmannanshire Community Safety Strategy 2008-11
6. Community Safety Strategic Assessment
7. Integrated Children's Services Plan 2008/11
8. Mental Health Strategy
9. Early Years Framework

CONTRIBUTING TO NATIONAL OUTCOMES

- we live longer, healthier lives
- we have improved the life chance chances for children, young people and families at risk
- we live our lives safe from crime, disorder and danger
- we have strong, resilient communities where people take responsibility for their own actions and how they affect others
- our children have the best start in life and are ready to succeed

ASSOCIATED NATIONAL INDICATORS

- reduce alcohol related hospital admissions by 2011
- decrease the estimated number of problem drug users by 2011

CLACKMANNANSHIRE PRIORITY OUTCOME: Substance misuse and its effects are reduced

Indicator	Source Frequency	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
% of local residents surveyed who cite alcohol abuse and drug abuse/dealing as dislikes about their neighbourhood	Clacks 1000 2006	Clacks Alcohol – 38% Drug Abuse – 33% Regen. Areas Alcohol - 55% Drug Abuse - 55%	Clacks - Alcohol - 35% Clacks - Drug Abuse - 30% Regen. Areas - Alcohol - 50% Regen. Areas - Drug Abuse - 50%	Reduce % of local residents surveyed who cite alcohol and drug misuse as dislike about their neighbourhood.
General acute inpatient discharges with alcohol related diagnosis * (EASR = European Age Standardised Rate per 100,000 population)	ISD January 2009 Biennially	EASR* - 554 Number - 289 2007-08	Reduce	Reduce
No. Class A Drug Supply Offences	Central Scotland Police Annual 2007-08	59	Reduce	Reduce
Alcohol related road collisions (No., per MVK)		2 0.009	Reduce	Reduce
Alcohol related driving incidents "		70 0.308	Reduce	Reduce
% of referrals received by Children's Reporter on the grounds of misuse of alcohol or drugs	SCRA 2007-08	7% (Scottish average is 1.8%)	Reduce % and lessen gap from the Scottish average	Reduce

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

KEY LOCAL CONTEXTS

- Clackmannanshire has the highest death rate in Forth Valley
- overall mortality rates higher than Scottish average
- there are significant health inequalities within Clackmannanshire
- there is a higher than average % of adults claiming incapacity benefit
- excellent natural environment and access opportunities to encourage outdoor activity

PROGRESS IN 2008-09

- Clackmannanshire Community Healthcare Centre due to open early in 2009 to replace services provided at Alloa Health Centre and Clackmannan Community Hospital; it will provide a range of local community health, primary care, social work, mental health inpatient services, and day therapy services.
- establishment of Fairer Scotland funded Clackmannanshire Healthier Lives programme
- development of draft Core Paths Plan

RELEVANT LOCAL PLANS & STRATEGIES

1. Clackmannanshire Joint Health Improvement Plan 2007-10
2. Clackmannanshire CHP Strategic Plan 2009-2012
3. NHS Forth Valley Healthcare Strategy
4. Primary and Community Services Development Plan
5. Integrated Children's Services Plan
6. Forth Valley Substance Action Team Corporate Action Plan
7. Health & Homelessness Strategy
8. Mental Health Delivery Plan
9. Clackmannanshire Open Space Strategy
10. Draft Core Paths Plan
11. Early Years Framework

CONTRIBUTING TO NATIONAL OUTCOMES

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

ASSOCIATED NATIONAL INDICATORS

- increase healthy life expectancy at birth in the most deprived areas
- reduce mortality from coronary heart disease among the under 75s in deprived areas
- 60% of children in P1 will have no signs of dental disease
- increase the proportion of adults making one or more visits to the outdoors per week

CLACKMANNANSHIRE PRIORITY OUTCOME: health is improving and health inequalities are reducing				
Indicator	Source Frequency	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
% adults describing their health as good or fairly good	Clacks 1000 Health and Wellbeing in Clackmannanshire February 2007	<u>Clacks</u> Good - 57% Fairly Good - 33 <u>Regen. Areas</u> Good - 47% Fairly Good - 34	<u>Clacks</u> Good - 60% Fairly Good - 35% <u>Regen. Areas</u> Good - 50% Fairly Good - 35%	Year on year increase Year on year increase Year on year increase Year on year increase
Deaths from Coronary Heart Disease	GROS	104 per 100,000	Reduce deaths per 100,000 by 2%	Reduce deaths per 100,000 by 5% by 2013
Deaths from Cancer	GROS	114 per 100,000	Reduce deaths per 100,000 by 2%	
Reduce health inequalities in Clacks	SIMDs 2006	Various	NA	Increase the rate of improvement for the most deprived communities by 15% across a range of indicators.
% adults smoking	Scottish Household Survey 2005/2006	29% 2005/2006 data	5% smokers attend smoking cessation 8% quit at 4 weeks	Reduce rate of smoking among adults to 22% by 2013
Rate of adult physical activity in sedentary population	Clacks 1000 Health and Wellbeing in Clackmannanshire February 2007	48% exercise for 30 minutes 5 times a week	Increase participation in physical activity by 4% Increase Clackmannanshire Healthier Lives clients in exercise referral by 10%	50% of adults accumulating a minimum of 30 minutes per day of physical activity on 5 or more days per week
Claimant rate of Incapacity benefit/Severe Disablement Allowance (per 1000 pop)	NOMIS GROS	108.1 at May 2008	Improve ranking of rate relative to the rest of Scotland (6th highest at baseline)	Improve ranking of rate relative to the rest of Scotland
Obesity levels in P1 school children	ISD 06/07	Overweight - 23.1% Obese - 9%	Reduce	Reduce to at least national averages
Proportion of babies recorded as being exclusively breastfed at 6-8 week review	ISD 2008	25.5%	Increase by 2%	Increase by 5%
% 3-5 year olds registered with an NHS General Dentist	ISD 2008	75.5%	80% by 2011	100%
Teenage pregnancy rates	ISD 2005	64 per 1000 15-19 year olds	Decrease	Decrease pregnancy rate per by 20%

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

KEY LOCAL CONTEXTS

- Clackmannanshire's enviable natural environment
- Clackmannanshire's rich built heritage
- local impacts of climate change
- Clackmannanshire has the highest rates of domestic recycling in the country
- pollution and growth have the potential to threaten environment
- decline in biodiversity
- potential of suburban growth to threaten the natural environment

PROGRESS IN 2008-09

- improvements in cleanliness of the area
- action to tackle flooding in vulnerable areas
- development of Sustainability & Climate Change strategy
- expansion and enhancement of domestic waste recycling
- establishment of Alloa Town Centre Business Improvement District
- development of draft Core Paths Plan
- strategic environmental assessments carried out for a range of plans, programmes and strategies

RELEVANT LOCAL PLANS & STRATEGIES:

1. Clackmannanshire Development Plan
2. Clackmannanshire Local Transport Strategy
3. Forth Valley Area Waste Plan
4. Clackmannanshire Biodiversity Action Plan
5. Schools Travel Plan
6. Draft Core Paths Plan
7. Buildings At Risk Register
8. Draft Sustainability & Climate Change Strategy 2008-2011
9. Asset Management Plan
10. Area Waste Plan
11. Carbon Management Strategy & Implementation Plan
12. Clackmannanshire Open Space Strategy

CONTRIBUTING TO NATIONAL OUTCOMES

- we live in well-designed, sustainable places where we are able to access the amenities and services we need
- we reduce the local and global environmental impact of our consumption and production
- we value and enjoy our built and natural environment and protect it and enhance it for future generations
- we live in a Scotland that is the most attractive place for doing business in Europe
- we live longer, healthier lives

ASSOCIATED NATIONAL INDICATORS

- reduce overall ecological footprint
- increase the proportion of journeys to work made by public or active transport
- reduce waste sent to landfill
- increase the proportion of protected nature sites in a favourable condition
- increase the index of abundance of terrestrial breeding birds
- increase the proportion of adults making one or more visits to the outdoors per week

CLACKMANNANSHIRE PRIORITY OUTCOME: the environment is protected and enhanced for all

Indicator	Source Frequency	Baseline	'Progress' target/s to 2010-11	'End' target/s & timescale/s
Carbon Footprint of Clackmannanshire (CO2 emissions)	REAP, 2003	11.15 tonnes per capita	Reduce by 10% by 2011	Reduce by 80% by 2050
Proportion of protected nature sites in a favourable condition	SNH Trend Data	74%	Increase to 95% by 2010-11	95% in 2011
Share of journeys made by: - foot - cycle - public transport - car	Scottish Household Survey 2006	8% 0% 5% 85%	Increase to 12% by 2010 Increase to 1% by 2010 Increase to 10% by 2010 Decrease to 75% by 2010	Tbd based on 2010-11 achievements " " "
Number tonnes waste sent to landfill	Landfill Data (SEPA)	14,221	2008/09 - 14,249 2009/10 - 13,574	61335 tonnes by 2020
% residents visiting historic or architecturally valuable sites/buildings	Clacks 1000 2008 Survey	39%	Increase year on year	Increase year on year
General Cleanliness	GC Index	77	79 in 2009-10 80 in 2010-11	80 in 2011

COMMUNITY PLANNING PRIORITY OUTCOME: improved quality of public services

KEY LOCAL CONTEXTS

- excellence in public services across Clackmannanshire and with a number of nationally recognised services
- the local impact in Clackmannanshire of the global recession
- high demands on public services given the socio-economic profile of Clackmannanshire
- funding to Clackmannanshire does not always reflect its socio-economic profile and needs

PROGRESS IN 2008-09

- the Council achieved the highest average ranking in Scotland against all Statutory Performance Indicators
- partner services have a range of accreditations (ISO, IIP, Chartermark)
- the Council has adopted the Public Service Improvement Framework and will review all its services using it
- good partnership working demonstrated through the CHP Evaluation Project; good performance in terms of leadership, inclusiveness, participation of the voluntary sector and integrated working (pooled budgets).

RELEVANT LOCAL PLANS & STRATEGIES:

1. Customer Service Strategies
2. Change/Organisation Development Plans
3. Risk Management Plans
4. Asset Management Plans
5. Procurement Strategies/Best Practice Indicators
6. Workforce Strategies
7. Joint Inspection Reports and Action Plans
8. Business Planning approaches in partner organisations
9. Carbon Management Strategy
10. Draft Sustainability & Climate Change Strategy

CONTRIBUTING TO NATIONAL OUTCOMES

- our public services are high quality, continually improving, efficient and responsive to local people's needs

ASSOCIATED NATIONAL INDICATORS

- improve people's perceptions of the quality of public services delivered

CLACKMANNANSHIRE PRIORITY OUTCOME: improved quality of public services						
Indicator	Source Frequency	Baseline		'Progress' target/s to 2010-11	'End' target/s & timescale/s	
Experience of public services as very or quite good	Clacks 1000 2007 (3rd Survey)	Clacks = 62% Regeneration Areas = 66%		70% by 2011 70% by 2011	Sustained high levels of satisfaction Sustained high levels of satisfaction	
Experience of individual public services as good (G) or poor (P) (% based on those respondents using each service):	Clacks 1000 2009 Survey (5th Survey)	Clacks Wide %	Regen. Areas %	For all services increase % G and decrease % P	For all services increase % G and decrease % P	
➤ GP Services		G P	G P			
➤ Hospitals		93 7	95 5			
➤ Libraries		84 16	94 6			
➤ Police		95 5	100 0			
➤ Sport & Leisure		74 26	84 16			
➤ Primary Schools		75 25	78 22			
➤ Secondary Schools		93 7	78 22			
➤ Social Services		88 12	97 3			
➤ Housing Services		66 34	49 51			
➤ Planning		64 36	65 35			
➤ Street Cleaning		69 31	59 41			
➤ Refuse collection/recycling		70 30	76 24			
➤ Street Lighting		87 13	85 15			
		84 16	75 25			

3.0 FAIRER SCOTLAND

3.1 At its meeting in February, 2008, the Alliance reviewed its priority outcomes in the context of the twin aims of Fairer Scotland Fund of promoting employability and tackling the causes of poverty. From that review, the Alliance agreed that the following of its 9 priority outcomes were most directly related to the aims of Fairer Scotland and that these would form the main strands for resource allocation:

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

3.2 The Alliance has taken an integrated approach to allocating resources to best achieve the desired outcomes and has embarked on a process of programme development which has involved all partners. Summary details of each Programme are included in the pages which follow.

3.3 These draft programmes have been scrutinised by a sub-group established by the Alliance, which has reviewed the detail in relation to:

- consistency with and relevance to the criteria of Fairer Scotland
- potential contribution to achieving the Fairer Scotland outcomes and level of direct/indirect contribution to these outcomes
- value for money
- complementarity, or duplication, with other Fairer Scotland funded initiatives and programmes
- added value
- capacity to deliver
- past performance (if appropriate).

3.4 Representatives from the statutory and voluntary sectors are part of the sub-group. The voluntary sector, led by CVS Clackmannanshire, has played a key role in co-ordinating the submission of a wide programme of proposals under each of the priority outcomes. The sub-group makes recommendations to the Alliance on the basis of that review and the Alliance takes final decisions on funding. On the basis of decisions taken to date, funding is distributed as follows (from April 2008 to end March 2010):

Programme	£s	Comment
Employability	£1,961,800	Allocations final and programmes underway
Health Improvement	£544,400	Allocations final and programmes underway
Positive Image	£234,259	Allocations recently decided and programme being developed
Substance Misuse	£152,800	Some allocations made; decisions on final allocations pending

3.5 The Alliance receives quarterly financial and monitoring reports on each of the programmes and funded initiatives are monitored on a regular basis.

3.6 This programme comprises three linked initiatives:

- 1) Clackmannanshire Works
- 2) More Choices, More Chances
- 3) Third Sector Delivery Programme.

3.7 The aims, outcomes and elements of each of these initiatives are summarised below.

Clackmannanshire Works

Aims & Outcomes - The target group is Clackmannanshire residents who are economically inactive. The initiative aims to Increase the % Working Age people who are economically active, increase % Employment rate and support people recovering from drug and alcohol problems entering training, education and employment. Annual targets are 140 clients moving into full/part-time employment.

Elements

- a) Individual Assessment & Case Management
- b) Money Advice
- c) Barrier Free Fund
- d) Child/Dependant Care Fund
- e) Employer Liaison
- f) Clackmannanshire Works Development (to support and assist self employed individuals and emerging social enterprises)
- g) Aftercare/Monitoring

More Choices, More Chances

Aims & Outcomes - the key target group are young people who are at risk of not being able to find post-school placement in education, training or employment when they leave school. The initiative aims to raise attainment of the lowest performing 20% of pupils at the end of S4, increase the % of young people leaving school and not finding a positive destination by end September in any year, improve attainment in primary schools and the overall attainment of pupils at the end of S4. Specific targets include:

- average tariff score of the lowest performing 20% will be 62 at the end of 2008/2009 (NEET Strategy)
- no less than 95% of school leavers in any year should be placed in positive destinations. The remaining 5% will be progressed to Clackmannanshire Works.
- % of pupils attaining national standards in reading, writing and mathematics will rise by 2-3% from the 2007/2008 baseline (NEET Strategy)
- Levels of attainment will rise by an average of 3-4% on the 2007/2008 baseline (NEET Strategy)

Elements

- a) Stemming the Flow & Supporting Transition
- b) Designated Staff in Schools
- c) Kickstart Programmes
- d) Transition Co-ordinator for young people with physical and learning disabilities
- e) Supported employment services for young people with physical and learning disabilities
- f) Increased Get Ready for Work places
- g) Sports Apprenticeships
- h) Supported Work & Training (inc. 16+ Learning Choices)

Third Sector Delivery Programme

Aims & Outcomes - a number of third sector projects are being supported with Fairer Scotland resources. These projects involve the key themes of progression and integration to ensure that individuals have opportunity for a broad range of support across all sectors and a positive transition between the support available in Clackmannanshire. These projects will contribute to achieving the following outcomes:

- increase % working age people economically active.
- increase the employment rate.
- increase the proportion of school leavers going into employment, education and training

Elements

- a) Supported Employment
- b) Personal Development
- c) Skills Development
- d) Training
- e) Direct support to access employment
- f) Volunteering.

3.8 This programme comprises two linked initiatives:

- 1) Clackmannanshire Healthier Lives
- 2) Third Sector Delivery Programme.

3.9 The aims, outcomes and elements of each of these initiatives are summarised below.

Clackmannanshire Healthier Lives

Aims & Outcomes - the programme aims to:

- i. Increase employability by:
 - increasing potential employability due to better health.
 - increasing skills around problem solving, decision making and confidence.
 - identifying people on incapacity benefit and supporting them to achieve appropriate skills development.
 - identification of individuals for referral to employment services
 - recruiting and training people for volunteering roles
- ii. Increase the number of people in education, training and employment through for example delivery of courses including the REHIS accredited courses on food and nutrition and food hygiene leading into catering and food sector related employment)

Clackmannanshire Healthier Lives aim to provide initial assessments to 300 clients per annum and in addition provide assessment and offer tailored support through the key worker programme to all clients who require this.

Elements

Individual assessment and tailored support packages delivered by a team of health assessors and key workers and based on the anticipatory care model as follows:

Stage 1 – a holistic health assessment will identify health, social and emotional issues which are barriers to health, well-being and personal development. The assessment will provide brief motivational input and agree individual goals before referral to key workers.

Stage 2 - key workers will then assess individual needs and identify barriers likely to prevent clients from making healthy behaviour changes. Workers will engage and support clients to make positive lifestyle and behaviour changes e.g. smoking, alcohol, weight management, physical activity, mental health, medical conditions, social problems etc. Key workers will provide health coaching to equip people to address barriers such as addictions,

depression and lack of confidence with longer term aims of moving clients on to achieve personal improvement. There are Key Workers for: Food Development, Smoking, Generic Lifeskills, Young People (Mental Health).

Stage 3 - progression to personal development, improved life skills and improved employability will be supported by Key Workers and a wide range of services who support the programme.

Specific targets within the Programme in relation to the 300 clients are to:

- increase opportunities for appropriate physical activity (20% of clients)
- increase healthy food consumption (10% of clients).
- reduce smoking rate by 8% in deprived areas.
- 6% becoming volunteers or moving on to training
- 15% skills development/personal development.

Third Sector Delivery Programme

Aims & Outcomes - a number of third sector projects are being supported with Fairer Scotland resources. These projects involve the key themes of progression and integration to ensure that individuals have opportunity for a broad range of support across all sectors and a positive transition between the support available in Clackmannanshire. These projects will contribute to achieving the following outcomes:

- Reduce health inequalities in Clacks.
- Reduce % adults smoking
- Number adults successfully completing classes for improving literacy and numeracy.
- Rate of physical activity
- Proportion of school leavers into employment, education and training.

Elements

- a) Personal support and coaching
- b) Support for families
- c) Personal development
- d) Training
- e) Community classes
- f) Health and fitness activities

Positive Image

3.10 This programme comprises four linked areas for action as outlined below:

AIM	AUDIENCE	INITIATIVES/ACTIONS
Attract more visitors to Clackmannanshire	People outwith the area	Promote area and environment Promote events
Retain more residents' spend	People in the area	Town centre improvements Environmental enhancements
Attract new business and expand current businesses	Businesses	Audit existing business sectors Audit skill sets they require Market training and business space
Increase work-based experiences for school pupils	Young people with low aspirations	Ongoing opportunities to experience employment

3.11 In February, 2009, the partnership approved a range of proposals as follows to support the achievement of this priority outcome:

Promoting Clackmannanshire

Aims & Outcomes - the programme has the principal aims of:

- i) raising the profile of Clackmannanshire
- ii) attracting visitors to the area
- iii) encouraging investment in the area.

Elements

- a) Marketing/Campaigning - campaigns will be developed to: i) encourage local people and visitors to appreciate and spend time in the natural environment by promoting outdoor activities; and ii) raise awareness and appreciation of Clackmannanshire's assets outwith the county.
- b) Tourism - the partnership will appoint a Tourism Co-ordinator who will work with a range of interests to develop increased tourism activity in Clackmannanshire to attract more visitors and encourage more visitor spend.

c) Town Centre Enhancement - resources will be used to improve the physical appearance and image of Alloa Town Centre, as well contributing to the overall regeneration effort of the town centre.

The voluntary sector will play an important role in this programme by working with local communities to produce a comprehensive Clackmannanshire Green Map which will provide a unique picture of what is going on in Clackmannanshire. The map will be printed as well as accessible on-line, linked to a global network of green maps.

Substance Misuse

- 3.12 At the time of writing this SOA, a partial programme has been agreed which aims to:
- reduce the overall harm arising from alcohol misuse as measured locally in the number of hospital presentations and admissions, referrals to health and social care services and service user involvement with the Police and Criminal Justice system.
 - increase the number of people recovering from alcohol misuse who are entering training, education, volunteering and employment opportunities.
 - promote increased responsibility and social inclusion through participation in community and civic life and by improving health and wellbeing.
- 3.13 This integrates with the Clackmannanshire Healthier Lives Programme and will follow the operational model established, which is:
- Stage 1 – Holistic Health assessment
Stage 2 – Referral to appropriate key worker (i.e. alcohol key worker)
Stage 3 – Progression towards employability
- 3.14 Specialist support will be provided to deal with and overcome individual's alcohol issues. This will involve assessing the triggers that lead to excessive alcohol consumption and offering harm reduction advice and support to reduce drinking levels. The key worker will also provide practical support in partnership with other services around issues such as debt, housing and family relationships. A dedicated alcohol counsellor will support individuals to tackle underlying issues that may be at the root of their alcohol misuse. This intensive support will build clients' confidence and self-esteem and develop their coping skills to deal with stress in the future without abusing alcohol.
- 3.15 Dedicated rehabilitation support will be provided to develop a comprehensive programme for individuals recovering from alcohol problems so that they have the skills and confidence required to move forward. This will include:
1. identification and networking with all local agencies and resources within Clackmannanshire and across Forth Valley that are designed to help people into educational, volunteering, training and employment opportunities
 2. promoting and encouraging service users to take up the full range of educational, volunteering, training and employment opportunities available within Clackmannanshire and throughout Forth Valley
 3. reducing barriers to accessing opportunities by actively assisting with relevant costs (e.g. transport, childcare costs)
- 3.16 The rehabilitation element of the programme will bridge the gap between intensively supporting individuals with alcohol issues and encouraging them to move on into employment through training, education or volunteering. Participants will be encouraged and supported to access adult literacy sessions and other certificated courses with Forth Valley College and social inclusion will be fostered through development of a group work aspect of the programme. There will be close liaison with Clackmannanshire Works to support rehabilitation and the programme will be delivered directly by the voluntary sector.

- 3.17 The impact of alcohol on young people has been recognised by the partnership as being a significant issue for many communities in Clackmannanshire.
- 3.18 To date, the Alliance has agreed to dedicate some Fairer Scotland resources to a voluntary sector project which identifies and supports young people who are at most risk of developing problematic alcohol use. These young people will be provided with a range of support services, including:
- support
 - signposting and referral
 - personal development programmes
 - identification of training and employment opportunities.
- 3.19 It is also intended to develop a new drop-in service for young people and to work closely with schools in relation to alcohol education.
- 3.20 It is expected that further investment in respect of young people and alcohol will be considered by the Clackmannanshire Alliance in the coming months.

4.0 GOVERNANCE & ONGOING DEVELOPMENT OF OUR AGREEMENT

4.1 The Single Outcome Agreement was approved by the Clackmannanshire Alliance in February, 2009. The Agreement is an Alliance document for which the Council and Boards of the statutory and other public sector partners are accountable. All Community Planning partners are corporately committed to the agreed outcomes for Clackmannanshire.

4.2 Progress in achieving local outcomes and meeting local targets will be scrutinised by the Clackmannanshire Alliance, and its component Partnership Teams, as well as by the individual public agencies which are part of the Alliance. The Council has a Scrutiny Committee which will formally review the Agreement (as lead authority) and there will be ongoing management scrutiny by senior officers of the relevant agencies.

4.3 The partners of the Clackmannanshire Alliance and the Scottish Government are committed to implementing the actions contained in this Agreement.

4.4 The partnerships view the Agreement as a living, evolving document which will change over time as targets and outcomes are achieved and local priorities change. As such, the Alliance will formally review the Agreement annually and instigate any changes as appropriate. It should be noted that this Agreement does not represent the entire effort of the Alliance but focuses on locally agreed collaborative priorities. These priorities share a high degree of common ambition with the national outcomes; this is clearly demonstrated throughout this agreement.

4.5 The SOA directly refers to the community planning priorities of the Clackmannanshire Alliance; these priorities are also reflected in the Council's Corporate Plan, the business/delivery plans of partner agencies and a range of joint strategies and plans. The Governance Framework of the Alliance sets the following integrated planning framework to support the achievement of the priority outcomes:

Community Plan	2020	Long term vision aims and outcomes; partnership commitments
Single Outcome Agreement	2009/ 2012	Links to national performance framework; outcome indicators and targets; strategic 'plan' for Partnership
Partnership Strategies	2009/ 2011	Contribution to CP outcomes: specific strategies in partnership/ collaborative areas of action
Partner Corporate Plans	2009/ 2011	Contribution to CP outcomes; measurement of SOA indicators & targets

- 4.6 These priority outcomes have been agreed as long term aims by the Clackmannanshire Alliance and will be the framework on which future iterations of the SOA are founded. The SOA will be updated on an annual basis by the partnership to refresh the context, report on progress and amend targets. The Executive Group of the Alliance will take the lead in developing the SOA and in maintaining ownership of the Agreement. All the local statutory organisations are represented on the Executive Group. The Alliance itself will formally agree each iteration of the 3 year Agreement.
- 4.7 The statutory community planning partners in Clackmannanshire, other members of the Clackmannanshire Alliance and the Scottish Government are jointly committed to, and mutually accountable for, the achievement of this agreement and the delivery of its outcomes. Each party will jointly take ownership and responsibility for their respective contributions to the agreed outcomes; and will be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.

5.0 PERFORMANCE MANAGEMENT & REPORTING

5.1 Performance management arrangements will be in place at collective and individual agency level to monitor the delivery of agreed outcomes and the achievement of agreed targets.

5.2 At partnership level, the Alliance will formally review the SOA twice a year and will produce an annual review which reports progress and updates the SOA to reflect changing circumstances. As well as reporting on the delivery of outcomes within Clackmannanshire, the Alliance will report to the Scottish Government on the local contribution to relevant National Outcomes.

5.3 In addition, the local statutory partners will report on an annual basis on their contribution to achieving relevant outcomes in the SOA through documents such as:

- [Chief Constable's Annual Report](#)
- [Central Scotland Fire & Rescue Service, Performance Management Report](#)
- [Clackmannanshire Council - Corporate Plan Performance Report](#)
- Clackmannanshire CHP Performance Reports

5.4 These form part of the overall Public Performance Reporting Framework of the local statutory partners in community planning.

5.5 In addition, key strategic plans of individual agencies will provide a clear line of sight to contributions to shared outcomes. These plans include:

- Clackmannanshire Council Corporate Plan 2008-2011
- Central Scotland Police - Strategic Business Plan and Business Plans
- Central Scotland Fire & Rescue Service Development Plan
- Clackmannanshire CHP Strategic Development Plan 2009-2012

5.6 Where possible, partner agencies will dovetail and share performance management arrangements. For instance, the Clackmannanshire CHP Committee receives a bi-monthly performance report which includes within in monitoring data on a number of SOA indicators (some of which are also HEAT targets). Similarly, many of the crime indicators within the Clackmannanshire priority outcome *Our Communities Are Safer* are derived from the national police performance framework. As far as possible, therefore, within the confines of existing separate performance requirements, partners are attempting locally to integrate. As part of their ongoing performance management, individual agencies will have in place assessment arrangements to monitor the delivery of agreed outcomes and the achievement of agreed targets. In addition, there will be ongoing dialogue with the Scottish Government regarding progress in meeting the outcomes set out in the SOA.

5.7 The statutory partners have risk registers which are underpinned by detailed assessments of risk by individual services. Risk, therefore, will be managed via established corporate approaches and will include an annual analysis of external and internal risks that may impede or prevent the delivery of the SOA over the coming year.

6.0 ASKS

- 6.1 An 'ask' is a request made by the partnership to the Scottish Government for it to take an action which will support the delivery of local outcomes.
- 6.2 The partnership has 2 asks under 2 priority outcomes as follows:

Priority Outcome - the area has positive image and attracts people and businesses

Ask - the Stirling-Alloa-Kincardine rail link is extended eastward to link to Rosyth, Dunfermline and Edinburgh

The re-opening of the Stirling-Dunfermline-Edinburgh line to passengers with a link to Rosyth for both freight and passengers will have a major role in attracting both people and businesses to Clackmannanshire.

The passenger link to Edinburgh will ease both in and out commuting between Clackmannanshire and Edinburgh and will encourage people to live and work in the area. The freight link to Rosyth will encourage businesses to locate in the area around the port including Clackmannanshire and will ease the import/export of goods from the area.

For a service to operate effectively to Edinburgh there is a likely need to incorporate a southern link at Charlestown directly connecting Alloa to the main line south. The provision of this chord also has significant implications for moving freight from Rosyth via Alloa to the rest of Scotland while avoiding the restrictions on the Forth Rail Bridge.

Priority Outcome - the environment is protected and enhanced for all

Ask - a single legislative remedy is provided to Councils to tackle unauthorised signage and fly posting on council land and property

Clackmannanshire has been subject to fly posting on a massive scale. Problems are caused by such unauthorised signage and fly posting on public land and properties and there are inadequate remedies provided by the current legislation. The Scottish Government should consolidate existing legislation and provide a single legislative remedy to allow local authorities to deal with the issue. Such a remedy should permit:

- the speedy and cost-efficient removal of unauthorised signage and fly posting
- the recovery of costs incurred by an authority in removing such signage and fly posting.

Good Practice Advice Note **Governance and Accountability for SOAs**

1. The Guidance to Community Planning Partnerships issued in October indicated that further good practice advice on governance and accountability might be useful. Discussions with Councils and their partners since then have indicated that this was seen as desirable, as the October 2008 Guidance was quite narrowly focused on the expected structure and content of an SOA, and the arrangements for the development, agreement and signing of SOAs in 2009. This note attempts to spell out some of the broader issues of governance and accountability and the expectations different partners and stakeholders may have of these.

Background

2. The governance and accountability framework for SOA's flows out of the Concordat between national and local government in Scotland who between them have the political accountability for the performance and good value of all of our public services. The Concordat combines support for an agreed framework of national outcomes with a commitment to SOA's based on local needs, local circumstances and local priorities. Phase 1 of SOA development was focused on initial agreement with Scottish Ministers and Councils: This next phase brings the SOA into the Community Planning Partnership.
3. Two points are worth noting. All the statutory public sector partners to Community Planning are ultimately accountable to Ministers and Parliament or Councils. In that sense, an agreement between Ministers and Councils could be seen to cover other partners as well. However, partners have an independent statutory basis conferred by Parliament, and powers, duties and accountabilities that flow from that. As constituted public boards, they will have to consider their commitment to the SOA against that background.
4. The second important background factor is the law and guidance with respect to Community Planning itself. That places a duty on Councils to lead the Community Planning process; on named partners to participate in the process and on Ministers to facilitate and support the process. For present purposes, two key points need emphasised. First, although there is provision for it in law, no CPP in Scotland has

chosen to incorporate itself as a partnership. In terms of good governance and accountability for performance as public finance, CPP's operate on the authority of the parent bodies, not their own authority.

5. Second, Community Planning is not just about public partners but also about communities, the third sector and the private sector. Most CPP Boards in Scotland have that wider representation. Accountability for public finance and public performance however, still unambiguously lies with the public partners within Community Planning. It is important that the wider CPP engages with and agrees the SOA but public accountability for it lies with the public sector partners.
6. For those reasons, the Guidance issued in October noted that all statutory and, 'other relevant', public partners would be signatories to the SOA, not the partnership, which as an unincorporated body cannot commit the individual public sector partners. This is not to demote the CPP, or the community, third sector and private sector representatives on the CPP Board. It is to be clear about the current status of CPP's, and the fact that only Councils and their public partners can be ultimately accountable for public spending and public performance. The whole CPP should agree the SOA but the accountable signatories will be the public partners individually.

Governance and Accountability

7. The logic of the guidance is that the public governance and accountability for SOA's locally flows from the Councils and the Boards of the statutory and other public sector partners. That being the case then it is important to spell out clearly what Councils and their partners are signing up to when they sign the SOA with Ministers. At minimum, this includes:
 - (i) That partners are signing up to the whole SOA, not selected parts of it.
 - (ii) That signing up is equivalent to adopting the SOA as a formal corporate commitment of the Council or Board.
 - (iii) That such a commitment is to support the delivery of the SOA in all possible ways compatible with their duties and responsibilities.
 - (iv) That all partners are willing to review their pre-existing structures, processes and resource deployment to optimise delivery of outcomes.
8. What this patently does not mean is that each partner is signed up to deliver all of the services and infrastructure necessary to achieve outcomes: None of them has unrestricted general empowerment. What it means is they are corporately committed to the agreed outcomes for the area and its people and, within the constraints of their duties and responsibilities, will take every opportunity to promote and support the achievement of outcomes. For example, Health Boards are not empowered to be

economic development agencies, but they are entirely able to review how they use their procurement and recruitment capacity to better support local economic outcomes.

9. In relation to the Enterprise Agencies, whilst they remain statutory Community Planning partners their remit has changed. They no longer have responsibility for a number of functions that are of importance to local economic development (*i.e. Skills, Business Gateway, and in the case of Scottish Enterprise local regeneration*). These are now the responsibility of Local Government or Skills Development Scotland. While the work of Scottish Enterprise in particular is now more firmly focused on the achievement of national outcomes, the Enterprise Agencies continue to have an important and beneficial role to play within SOAs. This role includes working with local partners to establish economic challenges and opportunities, to contribute to articulating realistic and stretching economic outcomes and where national and local outcomes are complementary, to contribute to the delivery of local outcomes.
10. Once the Council, the Boards of partners and the CPP have agreed on the outcomes to be achieved (and it is critical that they explicitly decide and own the SOA), it would normally be delegated to Chief Officers to come up with appropriate recommendations about implementation arrangements.
11. This will be likely to include each partner looking at how they individually can contribute to outcomes and prioritising these contributions through their corporate, service and financial planning processes. It may be helpful here for each partner to think in terms of 'lead' and 'value added' roles with respect to outcomes. A 'lead' role is where a partner has a substantial primary role in delivering the outcome; a 'value added' role is where that is not the case but value can be added by innovative thinking, targeted partnering, etc. Each partner will need to do work on this themselves and, for accountability, show that a 'golden thread' runs from the SOA through their planning, resourcing and performance management processes. This individual work needs to be shared, and a matrix of contribution and performance commitments created for reporting individual and collective progress.
12. As importantly, most outcomes will need to be delivered on a partnership basis, from intelligent alignment through to integrated partnerships, and it will be important that the SOA drives review, development and innovation here. The SOA focuses questions about whether existing arrangements are 'fit for purpose', including the wider CPP itself or specific delivery partnerships that are part of it. The presumption of the SOA is moving beyond 'business as usual' and the whole process is developmental. Critically, the SOA provides the basis for strengthening and deepening Community Planning which remains a statutory commitment for all partners.

13. The potential of a Chief Officers Group here is important. Driving SOA commitments through partnership, corporate and service planning and improving budgetary alignment and resource allocation is an executive leadership, not a co-coordinative role. Discussions with SOLACE, ACPOS, CFOAS and the NHS Chief Executives Group indicate that current schemes of delegation would encompass this role, and would bring more senior level engagement with implementation issues than has sometimes happened at earlier stages of Community Planning. Accountability will be directly back to the Elected Members or Boards.

Key Points

14. It is clear that external scrutiny, and the performance and accountability frameworks for public bodies, will progressively be focused on national outcomes and SOA's. The Guidance on SOA's for public bodies emphasises this. The Guidance to Health Boards makes contribution to local outcomes a key part of their performance and accountability framework and BV2 will provide a similar framework for Councils. This means that individual and collective performance management and self-assessment around outcomes is critical. Strong baselines; robust measure of performance; challenging targets and comparability with others need developed at the outset as a basis for governance and accountability.
15. The guidance already issued emphasised that outcomes cannot be 'done to' people and communities, geographical or community of interest. Public services need to engage people and communities, and work with them to achieve mutually shared outcomes. The immediate challenge for the public signatories of SOA's will be to assess whether the mechanisms and levels of engagement achieved to date are sufficient for the delivery of the SOA and, if not, how these can be strengthened and improved.
16. Finally, the development of SOA's is a work in progress, and has been explicitly and repeatedly defined as a 'developmental process'. It would not be inappropriate therefore to have short-term outcomes related to developing and improving governance, performance management, and accountability to local communities built into the SOA itself, accompanied by progress measures and targets. This could certainly flow from National Outcome 15, but is, in any case, an entirely legitimate local priority.

Conclusion

17. The above is not an innovative proposal: It is largely a statement of where we are. It does not preclude possible future developments (e.g. widespread incorporation of CPP's) but it does spell out the only public governance framework available for the next round of SOA's. Moving beyond this position, and developing the CPP as a more robust

basis for collective governance and aligned performance management, is an important task for the next phase of SOA development.

February 2009

CLACKMANNANSHIRE COMMUNITY PLANNING PARTNERSHIP

GOVERNANCE FRAMEWORK & MEMORANDUM OF UNDERSTANDING

Including -

Clackmannanshire Alliance Operating Framework & Arrangements - Page 8

Partnership Teams Remit & Arrangements - Page 14

Clackmannanshire Executive Group Remit & Arrangements - Page 17

Partnership Code of Conduct - Page 19

INTRODUCTION

The Local Government in Scotland Act 2003 places a legal duty on local councils to lead community planning. The same Act places a legal duty on the NHS, the police and fire services to participate in community planning.

Community planning is about organisations and communities working together to achieve shared outcomes which will improve people's lives and provide better public services.

Community planning partnerships are intended to provide the key over-arching partnership framework helping to co-ordinate other initiatives and partnerships.

In Clackmannanshire the community planning partnership includes public sector organisations, voluntary and community organisations and representatives from business.

This document sets out:

- the aims and objectives of the Partnership.
- the commitment of partners to participate in community planning in line with this agreement
- the structures and mechanisms for progressing community planning.

The document was agreed by the Clackmannanshire Alliance on 5 December, 2008.

Councillor Janet Cadenhead
Chair of Clackmannanshire Alliance
December, 2008

A GOVERNANCE FRAMEWORK & MEMORANDUM OF UNDERSTANDING

1.0 Partnership Ethos & Accountabilities

1.1 In carrying out their functions, members of the partnership should recognise and give effect to the following principles:

- all partners have committed to the principles of Community Planning and decisions reached should reflect this commitment.
- each partner member should take decisions in his/her capacity as a member of the partnership in such a way as he/she considers will best further the interests of Clackmannanshire and/or the community planning partnership.
- partners should commit effort and resources to facilitate and promote community planning
- partners should support partnership development and capacity building.

1.2 Partners have shared accountabilities to support the achievement of the priority outcomes contained in the Clackmannanshire Community Plan and the Clackmannanshire Single Outcome Agreement.

1.3 Although members of the partnership, partners bodies remain autonomous organisations and membership of the partnership does not alter individual accountabilities or functional responsibilities of each member organisation.

2.0 Partnership Policy & Planning Framework

2.1 The partnership's aims, priority outcomes and principles are:

AIMS Strengthen communities Build confidence & raise aspirations Improve wellbeing		
CLACKMANNANSHIRE ALLIANCE PRIORITY OUTCOMES		
The area has a positive image and attracts people and business	Our communities are safer	The environment is protected and enhanced
Improved uptake of skills development, training and employment	Substance misuse and its effects are reduced	Health is improving and health inequalities are reducing
Improved quality of public services	Our communities are more cohesive and inclusive	Vulnerable people and families are supported
CROSS-CUTTING PRINCIPLES		
Promoting equality and diversity Reducing Inequalities Anticipatory action, prevention and early intervention Involvement and engagement Consideration of the environmental and social effects of actions		

2.2 The partnership has an integrated planning framework as follows to support the achievement of these priority outcomes:

Community Plan	2020	Long term vision aims and outcomes; partnership commitments
Single Outcome Agreement	2009/ 2011	Links to national performance framework; outcome indicators and targets; strategic 'plan' for Partnership
Partnership Strategies	2009/ 2011	Contribution to CP outcomes: specific strategies in partnership/ collaborative areas of action
Partner Corporate Plans	2009/ 2011	Contribution to CP outcomes; measurement of SOA indicators & targets

3.0 Community Planning Partnership Structures In Clackmannanshire

3.1 The community planning partnership in Clackmannanshire comprises a number of structures within a broad operational framework as follows:

- Clacks Alliance
- Partnership Teams
- Alliance Executive Group

3.2 The role and remits of these structures are summarised below and described in detail in later sections of this document.

The Clackmannanshire Alliance

3.3 The Alliance is the overarching body of the partnership. It sets strategic direction of the partnership through the production of the Clackmannanshire Community Plan and the Single Outcome Agreement. It is the strategic body that:

- assumes overall responsibility for Community Planning and the achievement of shared outcomes
- ratifies and ensures implementation of joint plans/strategies
- is accountable for joint resources.

3.4 Membership and the operating framework for the Alliance is set out in Section B of this document.

Partnership Teams

3.5 Partnership Teams have been established by the Clackmannanshire Alliance as follows:

- Community Safety Partnership
- Community Health Partnership Committee*
- Economic Development Partnership
- Community Learning & Development Partnership
- Children & Young People's Partnership Team
- Environment & Sustainability Partnership Team

* The Alliance acknowledges the statutory framework within which the Committee also operates, its governance responsibilities to NHS Forth Valley and its remit in relation to the Community Health Partnership.

- 3.6 Partnership Teams have strategic responsibility to develop, resource and monitor partnership strategies and interventions that will support the achievement of community planning outcomes and key action areas in the Single Outcome Agreement. In addition, Partnership Teams will enhance and improve partnership working in Clackmannanshire by collaborating across agency and service boundaries.
- 3.7. Partnership Teams have common functions and responsibilities and operate within a common framework which sets out expectations, outputs, reporting arrangements and accountabilities in relation to community planning outcomes.
- 3.8 This functions and framework for the Partnership Teams are set out in Section C of this document.

Alliance Executive Group

- 3.9 The Clackmannanshire Alliance Executive Group comprises representatives of the Partnership Teams and partner organisations.
- 3.10 The Executive Group has been established to provide support in managing and developing the business of the Alliance.
- 3.11 Membership and the operating framework for the Alliance Executive Group is set out in Section D of this document.

4.0 Financial Issues

- 4.1 The Scottish Government has allocated various resources for distribution by the community planning partnership. While Clackmannanshire Council is the legal body which receives this funding, the Alliance (or structures which have authority delegated by the Alliance) will determine the allocation of these resources and be accountable for their distribution and management.
- 4.2 This position will pertain until 31 March 2010 when the Scottish Government has announced that certain resources will be rolled up into the councils' financial settlements. A review of community planning resources will take place prior to 31 March 2010.

5.0 Management Support

- 5.1 It is recognised that all partners contribute to the operation of the partnership overall.

- 5.2 In addition, the following resource is directed specifically to the strategic and operational management of the partnership:
- a) Policy, management support provided by Clackmannanshire Council in relation to its statutory duty to facilitate and maintain the Community Planning process:
 - b) the Alliance has directed resources to support the financial management and administration of the partnership, as well as research and information and general administrative support as follows:
 - Finance & Administration Manager (Fairer Scotland funded)
 - Research & Information Officer (Fairer Scotland funded)
 - Community Planning Policy Officer (statutory partners funded)
 - Administrative Officer (Fairer Scotland funded).
- 5.3 Management support will be the day to day responsibility of Clackmannanshire Council as lead authority in community planning. This will include reporting as necessary to the Scottish Government on policy and financial matters and management of Alliance sponsored staff.

B - CLACKMANNANSHIRE ALLIANCE - OPERATING FRAMEWORK & ARRANGEMENTS

1.0 Membership

- 1.1 Membership of the Alliance will be reviewed at least annually or at the request of any member.
- 1.2 Membership of the Clackmannanshire Alliance is:

Core Members

- Leader of the Council
- Opposition Leader of the Council
- Council Chief Executive
- Council Head of Strategic Policy
- Clackmannanshire Area Commander (Central Scotland Police)
- General Manager Clackmannanshire CHP (NHS Forth Valley)
- Head of Community Safety (Central Scotland Fire & Rescue Service)
- Associate Principal, Forth Valley College
- Representative of Clackmannanshire Business
- Representative of Clackmannanshire CVS*
- Representative of the Joint Community Councils' Forum*
- Representative of the Clackmannanshire Tenants & Residents Federation*
- Partnership Team Leaders (if a Partnership Team Leader is otherwise a member of the Alliance, then there will not be alternative membership from that Team)

* Voluntary and community sector representation will be reviewed on a regular basis to respond to any changes in the sector's organisation and funding.

Standing Advisers In Attendance

(expected to attend - may otherwise be Alliance members as Chair of Partnership Teams; other officers of other agencies may attend in advisory capacity in relation to particular items on the agenda)

- Council Director of Services To People
- Council Director of Development & Environment
- Council Director of Corporate Development

Other Attendees

Chief officers of statutory agencies may attend any meeting of the Alliance in an advisory capacity.

Partnership Policy/Administrative Support

- Council Community Planning Manager (Council)
- Community Planning Policy Officer (Alliance)
- Administrative Officer (Council)

- Finance & Administration Manager (Alliance)
 - Research & Information Officer (Alliance)
- 1.3 Representatives of the various agencies and sectors shall be nominated by those agencies and sectors.
- 1.4 Representatives are expected to:
- a) attend meetings on a regular and consistent basis
 - b) bring to the partnership the views of their respective sectors and organisations
 - c) feed back to their respective sectors information about partnership decisions
 - d) contribute to decision-making
 - e) abide by the agreed partnership Code of Conduct (see Part E of this document).
- 1.5 To facilitate decision-making and partnership progress, members may appoint some other individual as a substitute to attend and participate in decision-making at meetings if the member is unable to attend in person. The Chair of the Alliance should be notified in advance of the name and position of any substitute.
- 1.6 An Alliance member who fails to attend two consecutive meetings of the Partnership without reasonable excuse and without sending apologies may be expelled by a resolution to the effect, passed by majority vote at the meeting of the Alliance which next follows.
- 1.7 An individual ceases to be an Alliance Board member if the nominating body withdraws his/her nomination.
- 1.8 Agencies, which cover Clackmannanshire but have remits beyond the county and the Forth Valley area may be invited to be members of and to participate in relevant Partnership Teams (see Part C of this document). Such agencies include:
- Scottish Enterprise
 - Visit Scotland
 - Skills Development Scotland
- 1.9 Other such agencies may from time to time be invited to be represented on relevant Partnership Teams.

2.0 Appointment / Role of Chair

- 2.1 Given the statutory lead the Council has for community planning, the Leader of Clackmannanshire Council shall chair the Clackmannanshire Alliance.
- 2.2 The role of the Chair will be to ensure the efficient conduct of each meeting of the Partnership Board, to ensure that the procedures are adhered to, to preserve order, to ensure fairness between Members and to determine all questions of order and competence. The ruling of the Chair shall be final.
- 2.3 In the absence of the Chair, the Alliance will nominate one of its members to chair the meeting. Substitutes attending (as per paragraph 1.5) are not eligible for nomination to the chair.

3.0 Quorum

- 3.1 The quorum for the Alliance is 50% (rounded down) of the core members plus one; a substitute appointed under the provisions set out above shall, if the Alliance member who appointed him/her is not present, be counted in determining whether a quorum is present.

4.0 Frequency of Meetings

- 4.1 Meetings of the Alliance will be held at least quarterly, with provision for special meetings to be convened as required. The Chair of the Alliance will determine whether or not a special meeting will be convened.

5.0 Decision-Making

- 5.1 The Alliance, and any sub-groups, will use their best efforts to operate by broad consensus; should broad consensus on any issue not be achievable, decisions will be made by a simple majority of those attending the meeting who are eligible to vote. The Chair of the meeting has the casting vote.
- 5.2 A member who has declared a conflict of interest may not be involved in or vote on decisions which relate to that interest (see Part E of this document).

6.0 Sub-groups

- 6.1 The Alliance may form sub-groups to report and make recommendations to the Alliance in relation to defined areas; the precise remit for each sub-

group and the membership of each sub-group will be as determined by the Alliance.

- 6.2 Each sub-group shall conduct its proceedings in accordance with any guidance and remit from the Alliance.

7.0 Notice of Meetings

- 7.1 A full set of papers (including an agenda) will be issued to Alliance members at least 5 working days prior to each meeting. Papers will normally be issued in electronic format unless this is not accessible to any partnership member.
- 7.2 Any partner or Alliance member wishing to submit a paper to the Alliance should ensure that it is provided to the Alliance Secretariat at least 3 days before the papers are due to be issued.
- 7.3 Papers may be issued outwith the normal timescale at the discretion of the Chair but Alliance members may decide not to consider them if they feel that they have had insufficient time to study them.
- 7.4 Papers relating to Partnership Team issues should normally be submitted to the Partnership Team for consideration and not to the Alliance. Partnership Team leaders should report relevant matters to the Alliance (see Part C of this document).

8.0 Openness & Confidentiality

- 8.1 Papers submitted to the Alliance should in most cases be public and will only be restricted in cases of commercial confidentiality, where there would be an impact on personal privacy, or where exceptional circumstances apply.
- 8.2 Regular meetings of the Alliance will be open to the public to observe. Unless specifically invited to contribute by the Chair of the Alliance, no member of the public may participate in the meeting.
- 8.3 The Chair of the Alliance may direct members of the public to leave the meeting if he/she considers that:
- It is required for the proper conduct of the business of the meeting
 - items of business are being discussed by the Alliance where there is an element of commercial confidentiality or personal privacy
 - exceptional circumstances apply.

- 8.4 Special meetings of the Alliance may be convened from time to time outwith the regular schedule. The Chair will determine whether these meetings should be open to the public, taking into account the nature of the business to be discussed at any such meeting.

9.0 Business To Be Considered

- 9.1 Each Alliance meeting shall consider:

- Minutes of previous Alliance meetings
- Generic reports from Partnership Teams
- Partnership Financial Report

- 9.2 Twice a year, the Alliance shall consider monitoring reports on the Single Outcome Agreement. One of these reports shall represent an Annual Report.

- 9.3 Once a year, the Alliance will consider a written Annual Report by each Partnership Team on the contribution to delivering priority outcomes through the implementation of key strategies and other activities.

- 9.4 The Single Outcome Agreement shall be approved annually by the Alliance and through the appropriate executive decision making processes of the constituent statutory partner agencies as appropriate.

- 9.5 All other business will be considered as deemed appropriate by the Chair.

10.0 Record of Meetings

- 10.1 Clackmannanshire Council will service the Clackmannanshire Alliance.

- 10.2 This support will include the issuing of agendas and papers and the taking and circulating of minutes of meetings.

- 10.3 Minutes of each meeting will be circulated as soon as possible and certainly in advance of the subsequent meeting (in line with 7.1 above).

- 10.4 Minutes of meetings, once approved by the Alliance will be in the public domain and be available for inspection.

11.0 Members' Conduct

- 11.1 All Alliance members will observe and abide by the conflict of interest rules, code of conduct and any other rules relating to conduct as prescribed by the Alliance from time to time.

12.0 Amendments to this Framework

- 12.1 Any proposal for amendment to this Framework must be formally approved by a two thirds majority of members of the Clackmannanshire Alliance.

C - CLACKMANNANSHIRE ALLIANCE - PARTNERSHIP TEAMS - GENERIC REMIT & ARRANGEMENTS

1.0 Partnership Teams: overall purpose

1.1 On behalf of the Alliance, Partnership Teams have a strategic responsibility to:

a) develop, resource and monitor partnership strategies and interventions that will support the achievement of community planning outcomes and key action areas in the Single Outcome Agreement;

b) enhance and improve partnership working in Clackmannanshire by collaborating across agency and service boundaries and removing barriers to improvement.

2.0 Partnership Teams: functions and responsibilities

i) To develop and monitor Partnership strategies and plans in relevant areas and to contribute to related joint strategies in pursuit of overall outcomes

ii) To recommend priority areas for action, within the context of agreed strategies, that will support achievement of community planning outcomes

iii) To evaluate and report on progress towards action areas in the Single Outcome Agreement and community planning outcomes

iv) To advise the Alliance on specific policy issues; to contribute to joint responses on policy issues on behalf of the Alliance and to overall policy cohesion

v) To manage resources to meet agreed outcomes and priorities

vi) To maximise and make the best use of sources of funding in pursuit of partnership outcomes and priorities

vii) To share information to further the aims of the Alliance across Partnership Teams, between and within individual agencies

viii) To contribute to the development of an effective evidence base in areas relating to relevant partnership strategies

ix) To carry out consultation and engagement as part of Alliance's overall strategy and in role specific areas as appropriate

x) To collaborate with other Partnership Teams in identified cross cutting priorities and initiatives

2.1 In carrying out their functions, Partnership Teams will ensure their activities are underpinned by the Alliance's cross cutting principles of:

- Promoting equality and diversity
- Reducing Inequalities
- Anticipatory action, prevention and early intervention
- Involvement and engagement
- Consideration of the environmental and social effects of actions

3.0 Operating Arrangements

- Each Partnership Team will be chaired by the lead agency, as determined by the Alliance. The Team will appoint a Vice-Chair from a different partner agency.
- The Chair of each Partnership Team will identify resources to enable team co-ordination at policy and strategy level and to provide administration support including minute-taking
- Approved Partnership Team minutes will be in the public domain and published on Clacksweb and partners' websites as appropriate.
- Membership of Partnership Teams will be determined by Single Outcome Agreement and related partnership strategic priorities; membership review will be carried out on a regular basis
- Members of Partnership Teams will act as representatives of their service, agency or sector and as such will have responsibility to represent the views of their service, agency or sector and disseminate information to their colleagues as a result of their participation in a Partnership Team.
- Members of Partnership Teams will lead or participate in Alliance task or working groups as appropriate.
- Partnership Teams will agree and publicise a regular schedule of meetings which will occur no less than four times in a year; meeting dates should take account of the Alliance meeting schedule and other relevant joint working initiatives
- The Chair will agree with members of the Partnership Team, an appropriate Partnership Team operating framework and structure to support delivery of specific strategic priorities

- Specific Partnership Team structures and frameworks may include, where appropriate, the formation of sub-groups; membership and terms of reference for these sub-groups will be reviewed at least annually
- Partnership Teams will submit a generic report to each Alliance meeting and the Alliance will consider a written Annual Report by each Partnership Team on the contribution to delivering priority outcomes through the implementation of key strategies and other activities.
- Members of Partnership Teams are subject to the Alliance's Code of Conduct.

D - CLACKMANNANSHIRE ALLIANCE - EXECUTIVE GROUP - REMIT & ARRANGEMENTS

1.0 ROLE

- 1.1 The role of the Executive Group is to provide support in managing and developing the business of the Alliance.

2.0 REMIT

- To oversee and coordinate the work of the Partnership Teams and ensure regular progress reports are provided for the Alliance
- To co-ordinate the development and production of financial information in support of the Alliance's activities
- To coordinate the development and production of monitoring and evaluation information in support of the Alliance's activities
- To coordinate an approach on communications and information provision for Alliance activities
- To provide direction for the shared resource of the Community Planning Policy Officer
- To agree agendas for Alliance meetings
- To develop a forward agenda
- To monitor actions arising from meetings
- To establish sub-groups of the Executive as required
- To agree and commission research and consultancy activities on behalf of the Alliance
- To commission specific tasks from cross-party Partnership groups
- To develop and monitor an engagement strategy for the Alliance and its stakeholders
- To review best practice in community planning
- To monitor and review policy development in community planning
- To highlight areas of collaborative advantage and joint working
- To review the support needs of Alliance structures

3.0 MEETING FREQUENCY

- 3.1 The Executive Group will meet:

- Four weeks before Alliance meetings to set an agenda and establish responsibilities for producing papers
- Two weeks after Alliance meetings to take forward actions and agree responsibilities

4.0 MEMBERSHIP

4.1 Core membership should comprise representatives from:

- Statutory Sector - 3 (Central Scotland Police, Central Scotland Fire and Rescue Service, NHS Forth Valley)
- Third Sector - 1
- Clackmannanshire Council - 3 (Chief Executives, Development and Environment, Services to People)
- Business Sector - 1

4.2 Other representatives can be invited to meetings of the Executive as required

4.3 The Executive Group will be chaired by Clackmannanshire Council's Head of Strategic Policy

4.4 Support for the Executive Group will be provided by the Council's Community Planning Manager, the Alliance Community Planning Policy Officer, the Alliance Finance & Administration Manager, the Alliance Research & Information Officer and other relevant officers from statutory Community Planning partners

E CLACKMANNANSHIRE COMMUNITY PLANNING PARTNERSHIP - CODE OF CONDUCT

1.0 Introduction to the Code of Conduct

- 1.1 As a member of a Clackmannanshire Community Planning Partnership, it is your responsibility to make sure that you are familiar with, and that your actions comply with, the provisions of this Code of Conduct.
- 1.2 You must observe the rules of conduct contained in this Code. You must not at any time advocate or encourage any action contrary to the Code of Conduct.
- 1.3 The Code has been developed in line with the key principles listed in Section 2 and provides additional information on how the principles should be interpreted and applied in practice. No Code can provide for all circumstances and if you are uncertain about how the rules apply, you should seek advice from Alliance support staff .
- 1.4 This Code applies to any member of any of the Clackmannanshire Community Planning Partnership structures/groups.
- 1.5 Individuals who feel they cannot comply with the code of conduct should not seek nomination to the partnership.
- 1.6 If a member breaches this code of conduct, the Alliance may remove them from the partnership. In that event, the Alliance shall seek the nomination of a new member from the same sector from which the original member had come.

2.0 Principles of Code of Conduct

Public Service

You have a duty to act in the interests of the Clackmannanshire Community Planning Partnership of which you are a member and in accordance with the core tasks of that body.

Selflessness

You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity

You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity

You must make decisions solely on merit when carrying out your duties.

Accountability and Stewardship

You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others.

Openness

You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty

You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the Clackmannanshire Community Planning Partnership and its members in conducting public business.

Respect

You must respect fellow members of the Clackmannanshire Community Planning Partnership and support staff and the role they play, treating them with courtesy at all times.

3.0 Gifts and Hospitality

3.1 You must never canvass or seek gifts or hospitality in relation to your role in the community planning partnership.

3.2 You are responsible for your decisions connected with the offer or acceptance of gifts or hospitality and for avoiding the risk of damage to public confidence in the Clackmannanshire Community Planning Partnership. As a general guide, it is usually appropriate to refuse offers except:

(a) isolated gifts of a trivial character or inexpensive seasonal gifts such as a calendar or diary, or other simple items of office equipment of modest value;

(b) normal hospitality associated with your duties and which would reasonably be regarded as inappropriate to refuse; or

(c) gifts received on behalf of the Clackmannanshire Community Planning Partnership.

- 3.3 You must not accept any offer by way of gift or hospitality which could give rise to a reasonable suspicion of influence on your part to show favour, or disadvantage, to any individual or organisation. You should also consider whether there may be any reasonable perception that any gift received by your spouse or co-habitee or by any company in which you have a controlling interest, or by a partnership of which you are a partner, can or would influence your judgement. The term “gift” includes benefits such as relief from indebtedness, loan concessions, or provision of services at a cost below that generally charged to members of the public. You must not accept repeated hospitality from the same source.
- 3.4 You must not accept any offer of a gift or hospitality from any individual or organisation which stands to gain or benefit from a decision your body may be involved in determining, or who is seeking to do business with your organisation, and which a person might reasonably consider could have a bearing on your judgement.

4.0 Confidentiality

- 4.1 There may be times when you will be required to treat discussions, documents or other information relating to the work of the Clackmannanshire Community Planning Partnership in a confidential manner. You may receive information of a private nature which is not yet public, or which perhaps would not be intended to be public. There are provisions in legislation on the categories of confidential and exempt information and you must always respect and comply with the requirement to keep such information private.
- 4.2 It is unacceptable to disclose any information to which you have privileged access, for example derived from a confidential document, either orally or in writing. In the case of other documents and information, you are requested to exercise your judgement as to what should or should not be made available to outside bodies or individuals. In any event, such information should never be used for the purpose of personal or financial gain, or used in such a way as to bring the public body into disrepute.

5.0 Registration of Interests

- 5.1 All members of the partnership will be required to complete a register of interests and to declare any conflict of interest which may arise. Conflicts of interests might include:
- a) situations where an individual's personal interests may benefit from a partnership decision;

b) situations where an individual's personal or professional loyalty may be compromised by contributing to a partnership decision.

5.2 Members who feel they may have a conflict of interest relating to an item of business should declare so at the outset of the discussion.

5.3 A member who declares a conflict of interest may not be involved in or vote on decisions which relate to that interest.

6.0 Lobbying & Canvassing

6.1 In order for the Clackmannanshire Community Planning Partnership to fulfil its commitment to being open and accessible, it needs to encourage participation by organisations and individuals in the decision-making process. Clearly however, the desire to involve the public and other interest groups in the decision-making process must take account of the need to ensure transparency and probity in the way in which the Community Planning Partnership conducts its business.

6.2 You will need to be able to consider evidence and arguments advanced by a wide range of organisations and individuals in order to perform your duties effectively. Some of these organisations and individuals will make their views known directly to individual members. The rules in this Code set out how you should conduct yourself in your contacts with those who would seek to influence you. They are designed to encourage proper interaction between members of the Community Planning Partnership, those they represent and interest groups.

6.3 You must not, in relation to contact with any person or organisation who lobbies, do anything which contravenes this Code of Conduct or any other relevant rule of the Community Planning Partnership.

6.4 You must not, in relation to contact with any person or organisation who lobbies, act in any way which could bring discredit upon the Clackmannanshire Community Planning Partnership.

6.5 Where any individual or organisation approaches and/or attempts to influence any decisions or recommendations that the Community Planning Partnership has to make, you should inform management support staff.

6.6 You should not use your position as a member of the partnership to influence decision-making processes outwith the partnership structure, unless with the authority of the partnership.

- 6.7 If you have concerns about the approach or methods used by any person or organisation in their contacts with you, you must seek the guidance from management support staff.
- 6.8 Representation of sectoral or organisational interests as part of the partnership and within partnership structures does not constitute lobbying or canvassing.

