

---

**Report to Council**

---

**Date: 8 March 2012**

---

**Subject: Standards and Quality Report – Education**

---

**Report by: Head of Education**

---

**1.0 Purpose**

- 1.1. The purpose of this paper is to present to Council the Education Service Standards and Quality Report for 2010-11.
- 1.2. The Standards and Quality Report (attached as an appendix to this report) summarises the work which was undertaken by Education and Community Services in 2010/2011 and the impact which that work has had on communities in Clackmannanshire. The report has a particular emphasis on the impact of this work on young people.
- 1.3. It outlines progress made against the following priorities:
  - Improve attainment in key measures
  - Increase the focus on positive destinations for all young people through the More Choices More Chances (MCMC) initiative.
  - Work in partnership with others to support the continued development of skills for learning, life and work and assist schools in developing effective vocational opportunities for all children and young people.
  - Further progress implementation of Curriculum for Excellence, including a particular focus on assessment and moderation.
  - Continue to support the professional development of teachers and educators, to ensure high quality provision.
  - Improve the services offered to support children and young people with additional support needs
  - Further enhance the quality and range of opportunities that enable children and young people to develop creativity and ambition and a sense of wellbeing.
  - Continue to develop and improve the quality improvement processes used across the service.

## **2.0 Recommendations**

- 2.1. It is recommended that the Council notes the Standards and Quality Report for 2010/11 and endorses the priorities for action in session 2011/12.

## **3.0 Background and Considerations**

- 3.1 The Standards and Quality Report for Clackmannanshire Education Service reports on the progress of the Service for session 2010/2011. Key points include:
- Curriculum for Excellence and Getting it Right for Every Child remained key drivers for our work in raising overall attainment and achievement.
  - Raising attainment remains a high priority. While attainment by the end of S4 fell overall, overall attainment at S5 and S6 improved.
  - School leaver destinations were disappointing. In particular, the increase in the number of young people who are reported as being unemployed.
  - Effective cluster working is reflected in the report with transition activity remaining a high priority. Progress was made towards the introduction of a pupil profile for all P7 pupils.
  - Strength in partnership working is identified throughout the report. For example, our work with NHS Forth Valley has supported our Health and Well being agenda. We have also developed strong partnerships with Forth Valley College to help support out 16 plus agenda.
  - Sports Development remains a key strength of the Service. The team offer a wide range of activities for all age ranges and this includes a well developed programme of extra curricular activities.
  - The Service is well placed, with the increased capacity of the Shared Service, to take forward the agreed ambitious improvement agenda.
- 3.2 Taking into account the 2010/11 report, key priorities for action for session 2011/12 include:
- Improve attainment in key measures.
  - Make Further progress in implementing Getting it Right for Every Child
  - Preparation of a three year priority plan to manage the development and implementation of improvement initiatives.
  - A review of the quality assurance methods used to support and challenge schools and nurseries which recognises the roles of link officers and the Performance Team.
  - Ongoing support and challenge for establishments' self-evaluation and quality assurance through implementation of revised procedures.

- Continued development of provision and support for children with Additional Support Needs.
- Continued support and development of provision for children and families in the early years.
- Improved attainment and achievement through the continued development of effective implementation of Curriculum for Excellence.
- A renewed focus on health and well being.
- Continued development of creativity.
- Continued support of and shared working with partners to ensure the needs of all children and especially the most vulnerable are met.
- Continued development of basic skills for learning work and life to ensure that all school leavers can arrive at positive destinations and contribute to Clackmannanshire's economy.
- Make Further progress in implementing Getting it Right for Every Child
- Preparation of a three year priority plan to manage the development and implementation of improvement initiatives.
- A review of the quality assurance methods used to support and challenge schools and nurseries which recognises the roles of link officers and the Performance Team.
- Ongoing support and challenge for establishments' self-evaluation and quality assurance through implementation of revised procedures.
- Continued development of provision and support for children with Additional Support Needs.
- Continued support and development of provision for children and families in the early years.
- Improved attainment and achievement through the continued development of effective implementation of Curriculum for Excellence.
- A renewed focus on health and well being.
- Continued development of creativity.
- Continued support of and shared working with partners to ensure the needs of all children and especially the most vulnerable are met.
- Continued development of basic skills for learning work and life to ensure that all school leavers can arrive at positive destinations and contribute to Clackmannanshire's economy.

## **4.0 Sustainability Implications**

### **4.1 The paper has no sustainability implications**

## 5.0 Resource Implications

5.1 N/A

## 6.0 Financial Details

6.1 There are no financial implications.

## 7.0 Exempt Reports

7.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

## 8.0 Declarations

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

(1) **Our Priorities 2008 - 2011** (Please tick ☒)

The area has a positive image and attracts people and businesses	<input type="checkbox"/>
Our communities are more cohesive and inclusive	<input type="checkbox"/>
People are better skilled, trained and ready for learning and employment	✓
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	✓
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	✓
The environment is protected and enhanced for all	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input type="checkbox"/>

(2) **Council Policies** (Please detail)

**Not applicable in the context of a summary paper.**

## 9.0 Equalities Impact

9.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ✓ No ☐

## 10.0 Legality

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

## 11.0 Appendices

- 11.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Standards and Quality Report 2010/2011

## 12.0 Background Papers

- 12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

None

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Belinda Greer	Head of Education	452432

### Approved by

NAME	DESIGNATION	SIGNATURE
Belinda Greer	Head of Education	Signed: B Greer
Elaine McPherson	Chief Executive, Clackmannanshire Council	Signed: E McPherson





**Clackmannanshire  
Council**

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

**Clackmannanshire Council  
Education Service**

**Standards and Quality Report 2010-11**





**Clackmannanshire Council  
Education Service  
Standards and Quality Report 2010 - 11**

Introduction

This report evaluates the performance of the Council's Education Service during session 2010-11.

The work of the Service takes place within the framework of national objectives set by the Scottish Government as well as those set by the Council in order to contribute to the Corporate Priorities. The Education Service has an important role to play in relation to the Single Outcome Agreement, which the Council has established with the Scottish Government. The Service is committed to playing its full part in ensuring that the Council is seen as 'effective, efficient and recognised for excellence' as well as contributing to the Council's Corporate Priorities. The Local Outcomes detailed in the Single Outcome Agreement are:

- The Council has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for 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 Council is effective, efficient and recognised for excellence

The key areas reported upon in this document, are drawn from Quality Management in Education' (QMIE). QMIE is the national self-evaluation tool for the quality improvement of education services. The Education Service works to continuously improve through effective self-evaluation which identifies both successes and areas for development.

The aims of the service are to provide quality services to children, young people and others in the community of Clackmannanshire through ensuring that they have access to high quality learning and teaching. The service aims to impact positively on learners' achievement and attainment through a focus on:

- promoting well-being
- personal and social development,
- employability and the progressive development as learners.
- raising achievement and reducing inequality
- promoting and delivering integrated education, care, health and support services of the highest quality.
- ensuring that services are accessible to all and promoting the rights and responsibilities of those who use them.

This was supported through:

- challenging and supporting educational establishments
- monitoring performance to ensure continuous improvement
- supporting establishments to understand local authority and national priority areas and setting targets in order for them to take forward improvement actions to the benefit of all learners.

This Standards and Quality Report highlights the impact of many successes and improvements realised in the Council's schools and early years settings from August 2010 - June 2011. It also identifies areas for inclusion in the next service improvement plan.

Specific priorities in academic year 2010 -11 were to continue to:

- support schools in the implementation of Curriculum for Excellence
- improve the quality of teaching through the use of co-operative learning and the development of teacher learning communities
- improve the attainment of all young people, with a particular focus on those most at risk of losing out
- work with Forth Valley College to extend young people's access to vocational courses and to build progression routes for pupils moving into college from school
- reduce the number of school leavers and young people between the ages of 16-19 who were not in a positive destination

Success in bringing about improvements in the quality of the service provided for children and young people is attributable to the hard work and effort of the children and young people themselves, their supportive carers and families, the staff teams in establishments and at the centre, and partners in a wide range of services within the Council and beyond.

Overall progress has been sustained; Her Majesty's Inspectorate of Education (HMIE) inspections provided positive external validation of progress made in embedding Curriculum for Excellence in schools and early years establishments. HMIE also provide external validation of establishments' self-evaluation procedures. A summary of inspection findings for academic session 2010 –11 can be found on pages 10, 11 and 12 of this report. The Social Care and Social Work Improvement Service (SCSWIS formerly the Care Commission) also evaluates the work of early years establishments.

A key aim of Curriculum for Excellence is to transform education in Scotland by providing a coherent, flexible and enriched curriculum from 3 to 18. The curriculum includes the totality of the experiences planned for children and young people through their education, wherever they are being educated. As a result, the entitlements for learners are threads which run through the report. Along with the seven principles of Curriculum of Excellence, they provide the framework for learning within the overarching aim of ensuring that all children and young people develop the attributes, knowledge and skills they will need to flourish in life, learning and work. These aims are also articulated in the four capacities: to enable each child or young person to be a successful learner; a confident individual; a responsible citizen and an effective contributor. The report is organised to reflect the continued development of coherent learning experiences from 3-18 to support the best possible outcomes for all learners.

Developing effective partnerships with children and young people, their families and their communities, as well as with other Council services was given specific attention in the belief that strong partnerships are necessary to ensure that the educational outcomes for learners are the best possible. Many partnerships contributed to the success in session 2010 -11 and will continue to be important in implementing the national initiative Getting it Right for Every Child (GIRFEC).

The report is organised around **seven** key questions:

- What key outcomes have we achieved?
- What is the impact on service users?
- What is the impact on parents and carers and families?
- What is the impact on staff?
- What is the impact on the community?
- How well are key processes delivered?
- What is the capacity for improvement?

### **Key Question 1: What key outcomes have we achieved?**

The school population of just under 7000 pupils is served by three secondary, nineteen primary schools (twelve have nursery classes), two nursery schools and one special school.

#### **Primary School attainment**

Due to the introduction of Curriculum for Excellence, session 2009-2010 was the last school session in which 5-14 attainment data was collected from primary schools.

Revised assessment and reporting procedures are being developed taking account of national advice. New procedures are based on the establishment of moderation designed around the four levels associated with a 'broad, general education' which precedes the senior phase of secondary education. The principles of Curriculum for Excellence are founded on a philosophy of learning that is personalised and new national assessment and reporting arrangements currently under development, reflect this.

Improvement planning, in session 2011-12, will focus on the development of pupil profiles at P7 and S3 and on moderation of assessment at school, cluster and authority levels to ensure consistency of expectation and of standards.

Within the four new Curriculum for Excellence levels, and the senior phase which follows them, the path most learners take is expected to reflect the stages of maturation and the changing ways in which they engage with learning as they develop. Some children and young people will start learning at these levels earlier and others later, depending upon individual needs and aptitudes. The framework is designed to be flexible in order to allow for careful planning for those with additional support needs. All schools developed and refined systems to track, monitor and support the progress of individual pupils through the levels in session 2010 - 11. This work will be further developed in 2011-12 as the implementation of Curriculum for Excellence continues.

## **Secondary School attainment**

The measures used in the secondary sector refer to the Scottish Credit and Qualifications Framework (SCQF) as detailed below:

SCQF Level:

- 3      Standard Grade at Foundation Level/Access 3
- 4      Standard Grade at General Level/Intermediate 1
- 5      Standard Grade at Credit Level/Intermediate 2
- 6      Higher
- 7      Advanced Higher

**School rolls** in Clackmannanshire Council decreased by 1% in session 2010 –11 (combined S4-6 for 10 – 11 532 + 713). However, this compares favourably against a national decline of 5% over the same period.

**Staying on rates** in 2010 –11 were above the national pattern at 77%. This is the highest staying on rate in the last five years.

**Attendance levels** were 92% which compared favourably with comparator authorities and the national average of 91%

**Free School Entitlement** (FME) rose to 20% - its highest level for six years. This ranks Clackmannanshire in the highest 20% banding.

## SQA attainment by the end of S4

Steady improvement was maintained with the percentage of pupils achieving five or more standard grades at level 5 (Standard Grade credit) improving by 4% on the 2009-10 figures. There was no discernible difference in performance between boys and girls at this level (31% & 32% respectively). The percentage improvement at level 4 (Standard Grade general) improved by 2% on the 2009-10 values as shown in the table below.

### All Candidates

	Percentage				
	06/07	07/08	08/09	09/10	10/11
Eng Lev 3	93	94	95	95	95
Maths Lev 3	90	91	96	96	94
Eng & Maths Level 3	89	89	93	94	92
5+ Level 3	90	91	93	94	92
5+ Level 4	71	75	77	74	76
5+ Level 5	28	26	28	27	31

Pupils' achievements in English and Maths at level 3 are in line with the national pattern and with that of comparator authorities. The 2011 dip at this level is the first since 2004. There will be a continued focus on improving the attainment of the lowest performing 20% and a further challenge to raise, expectations of pupils' attainment at General and Credit levels.

### SQA attainment by the end of S5

Results in session 2010-2011 have improved.

The following tables show percentages of pupils gaining awards at the stated levels by the end of S5.

	Percentage				
	06/07	07/08	08/09	09/10	10/11
1+ Level 6	33	33	33	39	39
3+ Level 6	16	16	16	18	20
5+ Level 6	7	4	7	7	8

At Level 6, gender differences in performance become marked with girls outperforming boys. This is especially so for those who achieved one pass at level 6 where the performance of girls this year (49%) well exceeded the national average (44%) and that of boys (30%). It is now planned to review the specific performance of girls against that of boys.

### SQA attainment by the end of S6

The following tables show the percentages of pupils gaining awards at the stated levels by the end of S6.

There is little gender difference in these measures with the exception of one at Level 7 where boys out performed the girls.

### SQA attainment by the end of S6

	Percentage				
	06/07	07/08	08/09	09/10	10/11
1+ Level 6	42	40	39	42	47
3+ Level 6	30	24	26	27	29
5+ Level 6	17	14	17	18	18
1+ Level 7	15	11	14	16	14
5 + level 5	42	42	43	46	51
Eng & Maths Level 3	87	91	90	90	94

Overall, attainment by the end of S6 has improved. Level 7, 2010/2011 dipped to the same level as 2008/2009. This will be reviewed as part of ongoing challenge and support dialogue with schools.



## School leaver destinations

In 2005/06, 18.8% of school leavers were unemployed. By 2009/10, this had reduced to 12.1% which is below the Scottish figure of 12.6%. More recently, as a result of the recession, fewer young people are going into employment than in the past. Greater numbers of young people are enrolled on training programmes or entering higher or further education.

	Higher Ed	Further Ed	Training	Employment	Voluntary	Unemployment	
						Seeking	Not Seeking
2005/06	25.5	25.1	5.6	24.9	-	16.3	2.5
2006/07	27.7	19	7.9	31.1	0.7	11.5	1.7
2007/08	21.5	26.4	9.5	28.2	0.5	10.4	3.5
2008/09	31.4	25.4	11.4	17.1	0.4	9.9	4.2
2009/10	30.6	26.4	10.3	20.0	0.5	9.1	3.0
2010/11	26.7	28.2	9.3	20.3	0	12.1	3
Scotland 2010/11	35.8	27.1	5.6	19.3	0.5	9.6	1.2

An education programme was offered by the Council in collaboration with its partners to a group of young people leaving school. This was successful in supporting the young people into employment after their school leaving date.

### Overview of key facts:

- In 2009/10, there were 571 (544 in 2008/09) school leavers in Clackmannanshire
- 87.8% of the 2009/10 school leavers were in positive destinations (higher education, further education, employment, voluntary work or training) which was a 2.1% improvement on the 2008/09 figures. This compares with the National figure which improved by 1.2% on the previous year.
- The proportion of young people entering further education and higher education rose very slightly (0.2%) to 57% in 2009/10. In Scotland the rate increased from 61.9% to 62.8% over the same period.
- The proportion of leavers entering employment increased to 20% in 2009/10 against the Scottish average rate of 18.5%.
- The proportion of school leavers who were unemployed and seeking employment or training was 9.1% in 2009/10 which is 2.2% lower than the national figure for the same period.

- The proportion who were unemployed and not seeking employment or training was 3% in 2009/10 compared with 4.2% in 2008/09. In Scotland the proportion was 1.3%

The overall strategy to improve employability in Clackmannanshire and the associated framework for action for this was published in May 2011. The priorities outline a focus on young people aged 14-24.

**The following key areas have been identified as next steps:**

- Provide support for young people to build on the current 16+ Learning Choices provision to ensure that all young people are able to compete in the labour market.
- Ensure a wide range of options are available for young people at all stages (i.e. still at school, 16-19 year olds MCMC, 18-24 year olds unemployed) including volunteering, work experience and training.
- Continue to co-ordinate the 'key worker' approach and draw up appropriate activity agreements for individuals.
- Continue to develop and support partnerships with schools to raise young people's awareness of world of work and overall aspirations.
- Continue to work with wider partners, families and the young people themselves to raise aspirations and further reduce the number of young people who are unemployed and not seeking employment.

**HMIE Inspections**

Data from HMIE inspections contribute to three of the national indicators within the Single Outcome Agreement, which are used to track progress towards achieving the national outcomes set out by the Scottish Government.

The three indicators are:

- increase the proportion of pre-school centres receiving positive reports
- increase the proportion of schools receiving positive reports
- increase the overall proportion of local authorities receiving positive child protection reports

The National Performance Framework defines a positive report as one in which the establishment receives 'satisfactory or better' in the following three core quality indicators:

- 1.1 Improvements in performance
- 2.1 Learners' Experiences
- 5.3 Meeting learning needs

The quality of what is observed within each quality indicator is judged against a six - point scale:

- Level 6 Excellent Outstanding or sector leading
- Level 5 Very good Major strengths
- Level 4 Good Important strengths with areas for improvement
- Level 3 Satisfactory Strengths just outweigh weaknesses
- Level 2 Weak Important weaknesses
- Level 1 Unsatisfactory Major weaknesses

The data shown below accounts for HMIE inspections which were carried out between March 2010 and June 2011. Three Primary Schools and one pre-school establishment were inspected. 75% of reports were deemed positive using the above definition .i.e. three of the four establishments achieved satisfactory or better in the three core quality indicators, as well as the additional two indicators of 'the curriculum' and 'improvement through self evaluation'. Prior to the inspection, clear action plans were put in place in one establishment to improve in areas where the service had identified weaknesses. Whilst the inspection confirmed the areas of weakness identified, it also validated the plans that were in place. The plans were reviewed and continued after the inspection.

### Early Years Inspections

Quality Indicator	Indicator	6 Ex	5 VG	4 G	3 S	2 W	1 U
1.1	Improvements in performance				1		
2.1	Learners' Experiences			1			
5.3	Meeting learning needs				1		
5.1	The curriculum				1		
5.9	Improvement through self-evaluation			1			

## Primary Inspections

Quality Indicator	Indicator	6 Ex	5 VG	4 G	3 S	2 W	1 U
1.1	Improvements in performance	1	1			1	
2.1	Learners' Experiences	1	1		1		
5.3	Meeting learning needs		2		1		
5.1	The curriculum		2		1		
5.9	Improvement through self-evaluation		2			1	

There was also a number of very positive Care Commission inspections of early years establishments. The overall evaluations achieved in these were as follows:

Quality Indicator	Indicator	Ex	VG	G	A	W	U
1.1	Assessing and improving	1	3				
1.2	Support to achieve	1					
1.3	Health and wellbeing		1				
1.4	Meetings needs		2				
4.1	Improving quality of management and leadership through assessment	1					
4.3	Leadership values	1					

- Secondary school HMIE inspections were suspended between August and December 2010 to allow HMIE colleagues to work in partnership with all local authorities to support their development of aspects of Curriculum for Excellence. There were no inspections of the Council's secondary schools in session 2010 –11.

The Education Service challenged and supported the performance of schools by:

- ensuring self-evaluation processes were moderated through audit visits
- sharing areas of good practice across schools
- developing staff skills through high quality professional development opportunities including activities planned jointly with other authorities

### The next steps:

- support the development of tracking monitoring and reporting on progress and individual achievements
- review the strategies in place to improve the attainment of higher attaining pupils
- continue to update advice and support to embed Curriculum for Excellence
- strengthen the role of the Link officer to schools and establishments.

**Next steps:**

- to continue to improve performance for the lowest performing pupils
- analyse, in greater depth, the performance of the more able
- to challenge and support schools to provide consistently high quality experiences for all pupils
- to manage resources efficiently
- to build partnerships with parents and stakeholders in the wider community
- to provide access to a wide range of development opportunities to ensure a highly skilled staffing complement.



## **Key Question 2: What is the impact on service users?**

### **Implementation of Curriculum for Excellence**

Guidance was provided to establishments to support a consistent approach to the implementation of Curriculum for Excellence. This included a two year action plan. The plan was based on national guidance which includes a list of seven entitlements for all learners. Progress towards implementing these entitlements is evaluated below. Staff in all educational establishments organised learning around experiences and outcomes and developed assessment procedures. More active approaches to curriculum delivery were developed. Staff also worked across establishments to discuss, share and develop their understanding of the standards and expectations for children and young people's learning. Schools reported progress to parents of their implementation of Curriculum for Excellence.

#### **Entitlement 1 – Every child is entitled to experience a curriculum which is coherent from 3-18**

Cluster working is well established to ensure smooth transitions. Teacher learning communities are now established supporting reflection and dialogue focussed on learning and teaching. All school improvement plans focus on Curriculum for Excellence experiences and outcomes to help plan and deliver the curriculum and assess pupils' learning. A good range of Continuous Professional Development opportunities was provided to support the work.

#### **Next steps:**

- to develop innovative and effective approaches to learning
- to further develop coherent learning experiences 3-18
- to ensure a smooth transition from a broad general education to the senior phase.

#### **Entitlement 2 - Every child and young person is entitled to experience a broad general education up to the end of S3**

The authority assessment policy was reviewed and updated in consultation with all schools. Schools have made use of national assessment materials and indeed some schools have contributed to this resource.

**Next steps:**

- to develop confidence in the use of experiences and outcomes, beyond literacy and numeracy, and specifically within health and well being
- to develop pupil profiles at P7 and S3
- to further develop approaches to recording and reporting progress

**Entitlement 3 - Every child is entitled to experience a senior phase where he/she can develop the four capacities and obtain qualifications**

There were regular meetings for schools' coordinators of national qualifications to discuss the proposed new qualifications. There are strong college partnerships and a senior phase strategic group was convened to explore flexible, innovative ways of delivering the senior phase in partnership with the college. The Local Employability Partnership (LEP) was established and a 16+ Learning Choices strategy produced. Accreditation of courses not contained within the national framework is being progressed.

**Next steps:**

- to strengthen approaches to learning activity agreements
- to use national hub data to support young people with learning offers
- to use the risk matrix (within the management information system) to improve the identification and monitoring of support provided for young people
- to support secondary staff in taking forward the new qualification framework

**Entitlement 4 - All young people are entitled to develop skills for learning, life and work with a focus on numeracy, literacy and health and well being**

A wide range of well-targeted and focussed initiatives to support health and well-being were developed. In addition, aspects of our work in progressing literacy and numeracy have been included in national case study materials. A partnership agreement with the University of the West of Scotland provided support to schools in moderation of the assessment of literacy and numeracy standards. Work experience programmes were in place for pupils in S4-6. A business breakfast was held to help employers and young people meet to promote partnership and ongoing dialogue.



**Next steps:**

- to develop approaches in moderation of the assessment of literacy and numeracy skills
- to support the work of clusters to ensure consistency in the quality of pupils' experiences

**Entitlement 5 – Every child is entitled to personal support and challenge to enable them to gain as much as possible from the opportunities which Curriculum for Excellence can provide.**

Transitions are well managed, targeted and focussed for pupils who require additional support. Surveys of young people's views have been undertaken. The Clackmannanshire Language Improvement Programme (CLIP) was introduced to develop young children's language skills was carried out to provide effective early intervention for vulnerable children. The Education Service has worked with establishments to provide information sessions for parents on Curriculum for Excellence. A parental involvement strategy was developed in consultation with parents. There are strong and positive links with partners such as Forth Valley College and NHS Forth Valley.

**Next steps:**

- develop the use of GLOW (the Scottish schools intranet) to support the implementation of Curriculum for Excellence
- roll out CLIP to other schools as a sustainable model
- continue to develop partnership working
- refine the management information system to ensure efficient data collection on pupils' progress and achievements

**Entitlement 6 - Every young person is entitled to support in moving to a positive and sustained destination (post 16)**

The college partnership is well established and is effective. Planning for some pupils includes a package of work experience, college attendance and school-based activity in programmes tailored to meet individuals' needs. The 16+ strategy was developed and has begun to be implemented. The successful Alternative College Education programme (ACE) has been extended to two secondary schools.

**Next steps:**

- ensure that the senior phase in all secondary schools offers as diverse a range of provision as possible and flexible pathways through SCQF levels
- use the national hub data to facilitate the secure sharing of data in partnership with Skills Development Scotland and the third sector to support young people
- continue to identify and support young people with Additional Support Needs at key points of transition

**Entitlement 7 – Processes are in place to support delivery across entitlements**

An action plan for Curriculum for Excellence is in place and is regularly evaluated and updated. School reviews contributed to school improvement planning. All staff and pupils have GLOW accounts. High quality development opportunities were provided for all staff including probationers. Innovative use of technology such as blogging and the use of netbooks has been piloted.

**Next steps:**

- continue to provide high quality CPD
- extend the use of GLOW and ICT to enhance learning
- further develop a framework for moderation of the assessment of literacy and numeracy skills

**Determined to Succeed (Enterprise in Education)**

An enterprising approach to teaching and learning is a key component of Curriculum for Excellence.

Enterprise in Education is an integral part of the Council's Effective Learning and Teaching policy. In excess of 400 business partnerships now exist with schools.

Enterprising learning and teaching featured as part of the structured programme of induction for newly qualified teachers to enable these techniques to be embedded in practice.

## **Co-operative Learning**

Teaching staff continue to undertake training in cooperative learning. The positive impact of co-operative learning strategies on learning and teaching was evidenced in classrooms in audits of primary, secondary and special schools, carried out by the QIO team. Pupils reported a strong preference for this type of teaching and these views were reflected positively in HMIE reports.

## **Vocational Education**

The total number of learners completing 'Skills for Work' qualifications and other qualifications e.g. ASDAN, City & Guilds, National Progression Awards, continued to rise. Pupils in S3 and S4 were able to attend Forth Valley College for two afternoons per week. The range of courses included City & Guilds or Skills for Work qualifications. The courses included Construction Crafts, Early Education and Childcare, Hairdressing, Vehicle Maintenance and Repair, Certificate in Salon Services, and Emergency and Uniformed Services.

The majority of pupils in S4 took part in a work placement. This builds life skills and enhances future chances for young people.

## **16+ Learning Choices**

The 16+ Learning Choices strategy was fully implemented in December 2010. The purpose of the strategy is to enable partners to facilitate, support and co-ordinate the provision of employability services in Clackmannanshire.

Part of the strategy involves a process of 'hub' meetings. These were introduced in each secondary school to identify school leavers and to determine the level of support required by each young person. Meetings involved a number of parties and, in particular, pupil support staff and Skills Development Scotland advisors. The 16+ partnership is responsible for the analysis of data and reports to the Local Employability Partnership. Further options for young people will emerge through the on-going implementation of Activity Agreements and through greater employer engagement. A co-ordinated approach to allocating 'key worker' support to vulnerable young people and care leavers was established. Key workers are drawn from a range of relevant agencies.

The Education Service is performing well against a range of employability indicators, including the numbers of benefit claimants, the proportion of 16-19 year olds involved in More Chances More Choices and the proportion of 18-24 year olds unemployed when compared nationally and within the Forth Valley area.

The Education Service will continue to work in partnership with other services of the Council and with partners outwith the Council to try to ensure that the effect of the recession on employability indicators is limited.

The Community Learning and Development Service was restructured as part of the Council reorganisation in 2010. Youth learning became part of Education Services and has a clear remit to priorities vulnerable children and young people. Youth team staff now work closely with colleagues in Education and other services to ensure a collaborative approach is taken to working with groups and individuals. Looked after and accommodated children and young people were specifically targeted for support.

Approximately fifty young people from the three secondary schools and the secondary school support service had the opportunity to participate in a series of motivational workshops where they were given the opportunity to run their own restaurant, plan and design a new town and negotiate a 'shark infested river'.

### **The ACE (Alternative College Education) programme**

One of our secondary schools continued to run an award-winning programme to support young people's transition from school to college. The programme targeted groups of young people. With the help and encouragement of a support worker they linked with Forth Valley College and began to achieve qualifications. The success of this College programme continued, with young people achieving positive results some with 99.5% attendance and others gaining awards for endeavour. All moved on into positive destinations. As a result, the scheme is being extended in session 2011 - 12 to include pupils from another secondary school.

## **Pupil Councils**

All schools used a range of ways to consult with and listen to the views of children and young people. This included having a Pupil Council or similar body representing the voice of children and young people. The Pupil Councils continue to provide experience for children and young people in developing skills in communication, consultation, negotiation, and project planning. Some Pupil Councils combined their school's 'eco-committees' and 'Rights Respecting School' groups into one group.

Pupil Councils were consulted during the year on a range of topics including school improvement plans, active learning, learning logs, uniform, school clubs, school rules, support to charities and outdoor play arrangements. The Pupil Councils, or similar bodies, also brought forward issues raised by children and young people, either individually or through class representation. In session 2010 - 11, these included playground improvements, supporting charities, suggestions for visits and meal choices.

## **Health and Wellbeing**

Schools continued to promote positive approaches to health and wellbeing, embedding the principles and practices within the experiences and outcomes of Curriculum for Excellence. All educational establishments were awarded 'Health Promotion' status and participated in the updated accreditation processes contained in "Promoting Health and Wellbeing, Positive Approaches to Health and Wellbeing: Forth Valley Accreditation Scheme".

Two of our schools were the first in the Forth Valley area to successfully pilot the new process and were invited to be champions to support schools across the area to develop their practice, policies and structures. The Forth Valley Health Promotion communication on the accreditation process said:

*"The practice seen (in Fishcross and CSSS) in relation to health and wellbeing was outstanding. The establishments used imaginative and innovative ways to meet the needs of pupils and families. The professional dialogue between the services and partners worked extremely well and a strong commitment from all staff was evident. The accrediting team spoke to staff at all levels and in a variety of roles, pupils, parents and a range of partners and the depth of evidence came through strongly from all."*

The implementation of the Schools Health Promotion and Nutrition (Scotland ) Act 2007 saw a rise in the numbers of young people taking breakfasts and lunch and all schools actively encouraged young people to make healthy choices around food.

*"The breakfast club provides valuable support to the children who attend to help them to be ready to learn"*

A Scottish Government funded initiative, 'No Knives Better Lives' (KNBL), was developed to support and inform young people about risks, life choices, violence and conflict in contemporary society was launched across Clackmannanshire schools. The programme consists of a series of interactive presentations and workshops from partners and agencies to inform and engage young people. It also provides a platform for planning and delivery of key features of Curriculum for Excellence.

CPD opportunities and training for all educational establishments was provided to assist schools with the changes in the content and accreditation process.

'Max in the Middle', an experiential, healthy weight intervention initiative for primary school age children, provided opportunities for schools to develop a wide range of cross-curricular approaches to support the healthy weight agenda. It was developed by partners at NHS Forth Valley and the whole class approach is designed to address healthy living issues at primary 6/7 level in a way that is consistent with the requirements of Curriculum for Excellence.

'Health Spots' are now established in two of our secondary schools. The 'Health Spots' provide confidential and informal health information services for young people at lunch time on a weekly drop-in basis. It is guided by a partnership steering group including representatives of the school, the Education Service, NHS Forth Valley and Youth Services.

**Next steps:**

- publish and launch materials for schools developed through the alcohol and drugs partnership
- support the implementation of the asset based approach to health and well-being in Alloa South and East
- support the reduction of teenage pregnancies

**ICT Provision**

All young people have access to a wide range of activities which engage them in the use of ICT for research, presentation and other purposes. Inspection and other audits indicate increasingly effective and innovative use of ICT in support of pupils' learning. An example of this is a pilot programme where all pupils in primary 7 were given an Intel Classmate netbook to use in class and at home. Learning has been successfully enhanced in different areas of the curriculum as part of a year long pilot project. The project, designed to investigate the impact of one-to-one learning, was a successful joint venture between the Council and external partners.

All staff and pupils now have active Glow accounts. This has been supported by a range of CPD opportunities.

**Next steps:**

- to support and encourage the innovative use of technology in all establishments
- to maximise GLOW to support learning and teaching

**Provision for Children and Young People with Additional Support Needs****Autistic Spectrum Disorder (ASD)**

Education staff continue to support the needs of children and young people with ASD. Specific support was provided to identified primary schools to enhance learning environments to meet the needs of children with ASD.

## **Support for pupils**

The annual audit of staged intervention was carried out to ensure a fair and equitable allocation of resources. The authority wide resource moderation group oversaw the additional resource allocation for pupils deemed to be in need of further support.

The inclusion team was re structured to provide a better targeted and more efficient service for pupils with additional needs.

## **Educational Psychological Service**

The staffing complement in session 2010 -11 was 5.2 full time equivalent (fte). The service profile has changed considerably over the past 4 years with a change of both the Principal Psychologist and Senior Educational Psychologist. A number of newly qualified staff have replaced several very experienced staff in the service. The Service has developed a number of key areas in 2010-11 whilst continuing to ensure quality delivery of its five core functions.

### **Core Purpose**

The core purpose of the service is to improve the quality of life of the people of Clackmannanshire, particularly children and young people, through the delivery of Psychological Services of the highest quality. It aims to achieve this in partnership with children and young people, parents, and the range of other agencies who work with and for children. The Service does this through delivery of its five core functions:

- assessment
- consultation
- intervention
- training
- research

### **Key areas for development:**

- collaborative working
- services for Looked After Children
- the development of services to support the implementation of Getting It Right For Every Child, the Revised Additional Support for Learning Act 2009, the Mental Wellbeing Agenda, the Early Years Framework and Curriculum for Excellence.



The Psychological Service was successful in gaining funding for a period of 18 months to deliver its highly regarded "Interventions for Recovery" services to:

- those affected by loss, trauma and abuse
- support to parents of vulnerable children

The most recent inspection report of the Educational Psychology Service confirmed that the service was performing very well in the delivery of all key functions. The Service was reported to be 'flexible and responsive to local needs' and 'very highly regarded'. Impact on learners, parents, carers and families, staff, and the wider community were all very good whilst the impact on the local community was evaluated as excellent. Checking report.

## **The 5 Core Functions of the service**

### **Consultation**

All psychological service staff regularly attended Staged Intervention meetings in schools and were involved in consultation regarding individual pupils. Staff were also available to provide consultation to staff and parents as requested. Capacity in staff ability and staff confidence to manage the wide range of pupils' support needs have increased through ongoing engagement with colleagues in psychological services.

### **Intervention**

All staff were involved in direct work with young people and their families who were identified as in need of therapeutic intervention. This work was recently evaluated by HMIE as 'very good' and continued to be very well regarded in the community.

### **Assessment**

Psychologists contributed to assessments and planning for a large number of pupils with ASN. This meant that planning to meet individual's needs was very well targeted and had a positive impact on pupils' experiences.

### **Training**

Psychological Service staff established a twilight training programme, and delivered a range of topics related to ASN, including Dyslexia, ASD, ADHD, Attachment, Loss and Trauma. The programme was well received and appropriately matched to staff needs.

## **Research**

Psychologists undertook action research which will inform future developments in schools.

## **Key CPD development:**

The Psychological Service staff received training in: Dynamic Assessment, Working with children with developmental attachment difficulties, Dyslexia, The Friends Programme, Cognitive Behaviour Therapy, EMDR, Narrative Therapy. This ensured that the breadth and depth of expertise of individuals was up to date.

Service evaluations, annual audit and focus groups continued to inform service improvement plans.

## **Next steps:**

- maintain and develop a wide range of expertise
- contribute to the implementation of Curriculum for Excellence

## **Expressive Arts Team – Primary:**

The Expressive Arts Team supported primary schools, providing a wide range of Music, Art & Design and Drama opportunities.

Programmes of work for each year group were designed to ensure that all children had a minimum of one hour of music and one hour of art and design or drama provision every fortnight.

In music, all children enjoyed a wide range of experiences and outcomes including: learning to play musical instruments; using musical instruments; using the voice; music theory; listening/appreciation and using technology.

In art and design, all children experienced a wide range of learning opportunities including drawing, painting, technology and digital media, 3D, print making, design and appreciation.

In Drama, experiences and outcomes included: drama games/exercises; movement in character; mime; creation; using props and costumes; performance; observation and use of language.

The Expressive Arts Team benefited from an additional post which was funded by the national 'Youth Music Initiative'. This provided the flexibility for enhanced opportunities within core school time and out of school hours.

### **Instrumental Music Tuition:**

The scheme for instrumental tuition is open to pupils from P1 - S6 and allows as many pupils as possible the opportunity to learn to play a musical instrument. Opportunities within the scheme were available in the following instrumental families: Brass; Woodwind; Upper and Lower Strings; Voice; Drum Kit; Guitar and Bagpipe.

In addition to the Instrumental Tuition Scheme, all pupils in primary schools received class music tuition from the Expressive Arts Music specialists. This ensured that all children have parity of access to a range of musical experiences within core curriculum time.

Class tuition for violin at P3 and brass at P5/P6 was piloted.

In March 2011, all pupils at P5 and P6 participated in cluster singing events, funded from the Youth Music Initiative, culminating in a series of public concerts.

### **Hillfoots Music for Youth (HMFY)/The Academy Singers**

Currently over 150 people participate each week in this opportunity. Ensembles for 2010/11 included Training String ensemble; Senior String ensemble; Scottish Fiddle Orchestra; Training Band, Concert Band and Jam Band. The Concert Band and Training Bands represented Clackmannanshire Council by performing at the international Tapestry conference.

The Academy Singers draws its members from all our secondary schools. The Academy Singers were regular performers at HMFY concerts and gave performances in schools and at other events.

HMFY and The Academy Singers staged three major concerts and performed regularly at events in the community.

## **Sports' Development:**

A wide range of activity was undertaken by the team in session 2010 –11 including:

### **Swimming**

A ten week primary school swimming programme took place during curricular time for pupils primary 4 and primary 5 classes. The aims of the programme are to ensure pupils can: swim without arm bands; improve their swimming skills; and where possible, encourage young people to join the local swimming club and use swimming as part of their active lives. Additional funding was secured to employ an extra swimming coach to assist the primary schools' swimming programme from August 2010 to June 2011. This was very effective in improving swimming skills and resulted in 90% of young people swimming without arm bands.

### **Physical Education**

In primary schools, class teachers were offered a programme of CPD and mentoring to build their confidence to deliver a minimum of 30 minutes of PE each week to complement the existing primary PE programme. Class teachers and primary PE teachers worked well together to meet the targets. 50% of primary schools achieved a minimum of 120 minutes with 100% delivering 90 minutes. It was more challenging for secondary schools to meet the 120-minute target. However, most pupils received 110 minutes of core PE. Plans are in place for all primary pupils to receive 120 minutes of PE from the start of session 2011 –12.

### **Active Schools:**

Active Schools team continue to deliver a programme of over 180 after school and lunch time clubs each term and develop leadership courses. Top Activity resources were used to target young people who traditionally do not participate in physical activity.

### **Clackmannanshire Primary Schools Sports Association:**

Participation figures continued to increase for all festivals and competitions. There was also an encouraging increase in the number of participants in the Secondary School Sports Competitions and other secondary sports events.

**Next Steps:**

- ensure 100% of all primary school classes receive a minimum of 2 hours PE per pupil per week.
- devise a method of tracking and recording the number of pupils in each school who participate in after school sport programmes and progress to community clubs.
- increase the leadership training opportunities for young people in secondary schools and link with the training offered by the Council's Youth Team.
- take advantage of the profile afforded by the London Olympics 2012 and the Olympic Torch Relay which will pass through.

**Key Question 3: What is impact on parents, carers and families?****Parent Councils**

Parent Councils continued to play an important part in supporting schools and in promoting parental involvement in children's learning. Regular briefing meetings provided a termly forum for discussions between Parent Council members and the Education Service.

The Council welcomed the involvement of Parent Council members in the recruitment and selection of senior promoted posts (Headteacher / Depute Headteacher) for a number of primary and secondary schools. Feedback from Parent Councils who were involved indicated that they valued this involvement and were impressed by the time and effort invested in the process to select the best possible leader for the school.

Individually, Parent Councils worked closely with schools to extend parents' understanding of current opportunities for children and young people and to increase their involvement in learning. Many Parent Councils invited the Curriculum for Excellence Development Officer to attend information evenings or to run a workshop with pupils demonstrating some of the principles behind the new curriculum approaches. Almost all Parent Councils welcomed input to meetings from Positive Coaching Scotland. Some Sports Development staff made presentations to Parent Councils on their schools' transition programme for P7-S1. The Health and Well-Being Education Support Officer visited primary Parent Councils to talk about topics such as food and nutrition, sex and relationship education.

Parent Councils have also been involved in the following activities:

- organising a Careers Evening
- reviewing school behaviour policies
- organising Family Suppers
- helping the Pupil Councils and eco-committees to submit funding bids
- maintaining parents' comments boxes
- actively fund raising
- helping with gardening, the healthy tuck shop, the library and developing the outdoor environment
- organising book clubs
- developing school websites

#### **Key Question 4: What is the impact on Staff?**

##### **Teacher Learning Communities**

Following training delivered in conjunction with the Tapestry Partnership, Teacher Learning Communities (TLC) were established. Teachers developed their assessment approaches. All schools attended a masterclass delivered by a world - leading educationalist. This approach ensures that teachers give children and young people clear guidance about what they are learning and how they will know that they are learning it.

Leaders of these groups met six times in the year with the Tapestry Partnership where issues were discussed and agendas set for future meetings of Teacher Learning Communities. Feedback from the launch and the subsequent meetings about the impact of TLC on learning is extremely positive.

##### **Cluster Initiatives**

Clusters worked together successfully to improve transitions from primary to secondary schools.

Staff from Alloa Academy cluster developed a consistent approach to the teaching literacy. The Lornshill Academy cluster used the EthCo project as a transition tool. Through EthCo pupils understood the impact that choices made by individuals within businesses, organisations, families and communities can make on poverty in other countries. The successful project was started in primary schools and was completed when the pupils transferred to secondary school.

The Alva Academy cluster continued to develop a range of transition activities in conjunction with other aspects of the service. A programme to support able writers and to allow them to learn with pupils in other schools in the cluster was provided. Staff in Alva Academy produced an on-line video to illustrate to parents changes brought in through the implementation of Curriculum for Excellence and how their child was progressing within it. The success of this project was recognised nationally.

### **Continuing Professional Development (CPD)**

In addition to the annual CPD programme provided for fully registered staff, the Council provided the annual quality induction programme for probationer teachers. Evaluations from the training were very positive and, each session, account is taken of feedback from participants in order to refine the input to their professional development. Evidence of the high quality of the training provided was submitted as part of the national review of teacher education.

The Council continues to play an active part in the Central Scotland Partnership, which includes Falkirk, West Lothian, Stirling and Perth and Kinross Councils. The partnership provided a quality management and leadership programme for all staff.

Three members of promoted teaching staff gained the Scottish Qualification for Headship through the Council's partnership with the University of Strathclyde.

### **Training to meet Additional Support Needs**

#### **Down's Syndrome Training**

Specialised training was made available to all staff in nurseries and schools. This training received positive feedback and evaluation.

#### **Probationer training**

The training programme on ASN was reviewed, restructured and provided for all probationers to ensure they were well informed and confident in supporting children.

## **Autistic Spectrum Disorders training**

Training was arranged for keyworkers who support children in schools.

## **Key Question 5: What is the impact on the community?**

### **Grounds for Learning**

This innovative programme provided teachers with the necessary skills and confidence to maximise school outdoor spaces as a context and resource for effective learning. The programme funded opportunities for 36 teachers to participate. Outdoor learning was a key feature of a recent primary school inspection where the use of the immediate outdoor environment to provide stimulating learning experiences was recognised in the report.

### **Eco schools**

Schools continued to participate widely in the Eco Schools Programme. This helped children to continue to develop their awareness of environmental and sustainable development issues through participation in a variety of learning activities linked to Curriculum for Excellence. By the end of session 2010 -11, 78% of all establishments had achieved at least their first 'green flag' status with 59% of these achieving further green flag awards.

### **Business Partnerships**

Partnerships with local businesses enhanced children's experiences and linked learning to the real world. A very successful Business Breakfast was held in June 2011 to promote the importance of such partnerships. Employer feedback from the event was very positive about the quality of the pupils' presentations.

The Business partnership between Strathdevon Primary School and Dollarbeg Farm won the Enterprise and Employability across Learning (Primary and Early Years) category at the prestigious Scottish Education Awards in June 2011.



**Successful Business Partnerships included:**

- Forth Valley College: Skills for Work courses, courses for Christmas leavers and an Alternative Curriculum course for a group of disengaged S4 pupils
- Falkirk Council: Work Experience placements
- Falkirk FC: Kickstart programme
- Alloa Athletic and Football Club in partnership with Clackmannanshire Council: Alloa Athletic Healthy Living Initiative pilot programme. Eight schools participated in a pilot programme which linked learning about nutrition and exercise.
- Forth Fisheries Trust: 'Fish in a Classroom' Project – the study of the life history of the brown/sea trout. Children are hatched trout eggs to young fish in their own classroom hatchery before they released the fish into a local burn two months later. This helped pupils develop skills in science and gain a positive attitude towards social issues and the environment.
- Individual school partnerships have included uniformed services, Royal Highland Education Trust, Aberdona Gallery, Clackmannanshire Voluntary Service, local farmers and garden centres, national and local charitable organisations, the countryside rangers service, Ochil Housing, Heritage Centre, Alloa Tower and Stirling Management Centre.

**Rights Respecting Schools Award (RRSA)**

The RRSA promotes Global Citizenship as part of Curriculum for Excellence, allowing pupils to play an active role in the increasingly interdependent and globalised world. Several primaries are working towards this well regarded award. One of our primary schools has achieved Level 1 status.

### **Key Question 6: What is the capacity for improvement?**

A major change in the way the education service is delivered has begun to be implemented. It is expected that the new model of shared service delivery with colleagues in Stirling will bring about improved outcomes for children and young people in both authorities through increasing the capacity of both authorities and sharing the range and depth of expertise that exists in each authority.

A strong ethos and practice of inclusion is evident across the authority at all levels. Through training, staff were made clear about strategies and about their own responsibilities and guidance exists to support and continue to build overall staff capacity, confidence and expertise in a range of specialised areas. Effective services are provided for vulnerable learners and include arrangements for early intervention and support.

In response to the Council's initiative on Excellence in Customer Service the Education Service reviewed and improved procedures for handling parental complaints. As part of this, all complaints were collated at the end of the year and shared with schools. There were no unresolved complaints about schools at the end of session 2010 -11.

As a further part of striving towards Excellence in Customer Service, the Education Service conducted a review of the service with all stakeholders and from this identified strengths, next steps and areas for improvement. Most of these centred round a clarification of the role of the Education Service and the communication of a shared vision. As a result, a leaflet was produced for distribution to all stakeholders. This was well received and summarised the aims, key functions and commitment to quality of the Education Service.

All secondary schools received a school review visit with a focus on transitions, learners' experiences, the curriculum and the fulfilment of statutory duties. Follow-up visits were arranged to discuss findings ensure improvement where this was required. Opportunities were provided, for schools to share areas of good practice across the Council.

Five primary schools received a school review visit with a focus on Curriculum for Excellence, learners' experiences and Improvement through self-evaluation. Aspects of Assessment for Learning are widely used although there is scope to embed this further. In all schools, children and young people have opportunities to participate in a wide range of extra-curricular activities and schools are very effective in recognising and celebrating the achievements of their pupils. Schools are seeking to use technology to recognise these achievements and to involve young people in recording them throughout their time in education.

### **Equality & Fairness**

The Education Service and schools are strongly committed to eliminating discrimination and to promoting equality. This is reflected in the ethos, the relationships and the learning that takes place in all establishments.

During 2010-2011, schools gathered, analysed and submitted data on pupil attendance, attainment, participation and exclusion in terms of evidence of impact in relation to disability, ethnic background and gender. Data is gathered also on incidents of prejudice based bullying including racial incidents. Each school included this analysis within their annual Standards and Quality Report.

### **Promoting equality**

Promoting equality and fairness is a fundamental part of developing and delivering the experiences and outcomes for Health and Wellbeing. Establishments reported on a range of relevant actions. Many cited the widening involvement of children and young people in aspects of school life through, for example, the pupil council, eco-committee, house system, buddying and wider learning groups. All provided opportunities to develop and extend personal responsibility and to enhance an ethos characterised by equality and fairness.

Sports Development set up a girls' running club at Alloa Academy as part of its *Fit for Girls* programme. This programme aimed to change attitudes to girls' participation in physical activity, increase the range of activities and increase participation for health.

The Education Service secured funding from Learning Teaching Scotland to promote Global Citizenship. This supported eleven primary schools in pursuing UNICEF's Rights Respecting School Award (RRSA). Children from Fishcross Primary School made a presentation about their RRSA work at the headteachers' meeting in February 2011.

## **Key Priorities for 2011-12**

- Improve attainment in key measures.
- Make Further progress in implementing Getting it Right for Every Child.
- Preparation of a three year priority plan to manage the development and implementation of improvement initiatives.
- A review of the quality assurance methods used to support and challenge schools and nurseries which recognises the roles of link officers and the Performance Team.
- Ongoing support and challenge for establishments' self-evaluation and quality assurance through implementation of revised procedures.
- Continued development of provision and support for children with Additional Support Needs.
- Continued support and development of provision for children and families in the early years.
- Improved attainment and achievement through the continued development of effective implementation of Curriculum for Excellence.
- A renewed focus on health and well being.
- Continued development of creativity.
- Continued support of and shared working with partners to ensure the needs of all children and especially the most vulnerable are met.
- Continued development of basic skills for learning work and life to ensure that all school leavers can arrive at positive destinations and contribute to Clackmannanshire's economy.
- Make Further progress in implementing Getting it Right for Every Child.
- Preparation of a three year priority plan to manage the development and implementation of improvement initiatives.
- A review of the quality assurance methods used to support and challenge schools and nurseries which recognises the roles of link officers and the Performance Team.
- Ongoing support and challenge for establishments' self-evaluation and quality assurance through implementation of revised procedures.

---

**Report to Clackmannanshire Council**

---

**Date: 8th March 2012**

---

**Subject: Clackmannanshire Housing Strategy 2012 - 2017**

---

**Report by: Head of Community & Regulatory Services**

---

**1.0 Purpose**

- 1.1. This report seeks approval for the draft Clackmannanshire Housing Strategy (CHS) 2012 - 2017 (attached as appendix 1) to enable public consultation. This fulfils the statutory duty within the Housing (Scotland) Act 2001 to produce a Local Housing Strategy. The Strategy sets out the Council's strategic priorities for housing across all tenures in Clackmannanshire over a five year period.
- 1.2. The Strategic Housing Investment Plan (SHIP) is part of this process, reflecting the key priorities for housing investment as set out in the CHS.
- 1.3. The purpose of the SHIP is to link to the outcomes and targets set in the CHS and focus on prioritisation and delivery of affordable housing. Additional affordable housing will have a significant impact on 6 of the priority areas in the CHS.

**2.0 Recommendations**

The Council is recommended to approve :

- 2.1. the draft Clackmannanshire Housing Strategy 2012 - 2017 to enable public consultation to commence.
- 2.2. the principles set out in the SHIP and its submission to the Scottish Government.

**3.0 Considerations**

- 3.1. Following approval of this draft strategy, public consultation will commence. Documents will be available for the public to view on Clacks Web, in local CAP offices and at the Council's main public buildings.
- 3.2. On completion of public consultation, the Clackmannanshire Housing Strategy 2012 - 2017 will be finalised and resubmitted to the Council for approval.

3.3. The main areas covered in the CHS are :

- the extent and nature of housing need and demand;
- the Council's strategic priorities for the future of housing;
- how the standard of housing will be improved;
- clear, strategic direction for housing investment;
- the outcomes we seek to achieve, and;
- specific commitments made by the Council and key partners.

3.4. To date, we have consulted key stakeholders on the main issues that need to be addressed through the CHS. The information gathered so far is detailed under each heading in the paper, and has guided the process to the current consultation paper. For the draft Clackmannanshire Housing Strategy proposed key priority outcomes are :

1. **Housing Supply** - Quality, affordable housing is available to all households;
2. **Best Use of Existing Housing** - The housing stock is optimised and effective in providing choice and meeting need;
3. **Specialist Housing** - People have access to specialist or adapted accommodation where there is an assessed need;
4. **Housing Support** - Those requiring assistance to live and sustain themselves at home have access to effective housing support;
5. **Homelessness** - Homeless and potentially homeless households have access to effective and appropriate housing options;
6. **Energy Efficiency and Fuel Poverty** - Energy efficiency and reductions in fuel poverty and carbon emissions is maximised across all tenures;
7. **Improving Neighbourhoods and Communities** - Organisations and partnerships working with communities will improve the quality of life for all households, and;
8. **Housing Investment** - New, improved and innovative funding opportunities will ensure a flow of funds to achieve essential housing priorities.

3.5. Since 2008 the dynamic of the housing market has changed substantially. The structural limitations for construction and mortgage finance look to endure for the life of this forthcoming plan. The financial restrictions on both public sector finance and owner occupation has brought a sharp focus upon the private rented sector and particularly that of private landlords. A tenure neutral housing policy is therefore a requirement of this CHS.

3.6. The cost of housing for younger households and lower wage earners places a demand pressure upon all tenures. In addition, Clackmannanshire faces an unprecedented rise in older households. Meeting the needs of this wide range of predominately single households will require an inescapable need for integrated planning.

- 3.7. Housing is central to economic growth and development, it shapes communities and defines personal independence. The challenge for the CHS is to differentiate its priorities for tackling the housing system from those aimed at social justice. For example, the climate change agenda brings a focus to home energy, as well as tackling fuel poverty which is likely to be one of the leading priorities for the CHS.
- 3.8. In addition, one of the most tangible effects of the failure of the housing system is homelessness and the shortage of affordable housing. A consequence of this is the cost of homelessness, which together with recent legislation will make prevention and housing support a clear focus. The commitment to addressing housing need will include a full review of the Council's allocation policy including delivering a Common Housing Register, Choice Based Letting and a Housing Options Service.
- 3.9. Firm evidence is an essential foundation for the Clackmannanshire Housing Strategy and a full assessment of current and future housing need has been carried out in the Housing Need and Demand Assessment (HNDA) 2011. This sets out the requirements for both affordable and market housing over the next 10 years. The information from the HNDA assists with the development of the CHS.
- 3.10. Further evidence has been gathered in the form of comprehensive public and private sector stock condition surveys. Together these paint a picture of the physical quality of our housing stock.
- 3.11. From such evidence, the strategy is required to set clear policy objectives for tackling market failure, as well as for providing housing subsidy and support to those who need it. In doing so, the Clackmannanshire Housing Strategy will aim to contribute to the successful achievement of many of the Council's priority outcomes as set out in the Single Outcome Agreement 2011/12.
- 3.12. In addition, to articulate this dual purpose further, there are two principal linkages for the CHS; those with the Local Development Plan and those with Health and Social Care providers. From these, the CHS will support the improvement of community care services as well as supporting consolidated planning through setting clear targets for affordable housing and consistency between planning and housing policy.
- 3.13. The Scottish Government issued new guidance on preparing Strategic Housing Investment Plans (SHIPs) in January 2012. In line with the guidance, the new SHIP will cover 3 years 2012 - 2015 rather than the previous 5 years. The proposed programme of sites is attached as appendix 2.
- 3.14. The funding allocation for 2012/13 has yet to be announced by the Scottish Government, but it is anticipated there will be further reductions. This will be reported to Council in full at the next opportunity. We are estimating our funding allocation to be around £1.3million, based on a 60% cut in the previous average allocation of £3.2 million per annum.
- 3.15. The Council and Housing Association funding streams have been brought together. The Innovation & Investment Fund has been replaced this year by the Affordable Housing Supply Programme Funding, which includes social

rent, shared equity and Mid Market Rent projects. In addition, there will be a Council House Building Programme (CHB), National Housing Trust Initiative (NHT) and Housebuilding Infrastructure Loan Fund (HILF).

- 3.16. In order to counteract the challenges of the current economic climate additional, alternative sources of finance should be pursued. In order to achieve our housing investment outcome; affordability of housing requires a clear corporate commitment. Policy initiatives such as reductions in council tax discounts, Section 75 agreements, utilising council land, council new build and joint ventures through the National Housing Trust will enable the provision of affordable housing. A full comprehensive review of the HRA business plan in 2012 will give further consideration to the financial feasibility of further investment in new housing.

- 3.17. The Council is currently in the process of procuring a potential developer to participate in the National Housing Trust initiative, following approval in principle at the Council meeting on 15 December 2011. The first stage of the tender process is complete with developers who met the Pre Qualifying Questionnaire requirements invited to submit detailed tender proposals by 13 March.

The initiative could deliver affordable housing for Mid Market Rent of up to 30 units, with the maximum potential commitment from the Council set at £2 million. A further report will be brought to Council as soon as possible with details of any tender for approval.

- 3.18. The main priority for inclusion in the SHIP 2012 - 2015 is Regeneration centred upon Elm Grove. The development of this site was included in a wider masterplan, completed and approved by Council in 2008. The Bowmar area continues to be a priority for regeneration and while housing investment in other regeneration areas such as Tullibody and Sauchie has been completed or approved, the Elm Grove site remains undeveloped.

The site would provide a total of around 42 units, half for rent and half for sale. This continues the principles of the masterplan to provide a better mix of housing tenure in the area.

- 3.19. The requirement to find sites suitable for particular needs housing is an ongoing priority of the SHIP. A small site at Devonpark Mills has been identified for supported housing. Proposed plans have been the subject of a pre-planning meeting between Ochil View, estates and planning representatives. It is expected the site could progress relatively easily providing some 14 new units.

- 3.20. A small development on the site of the former Sauchie Scout Hall has been identified to potentially provide 4 specialist units for older households.

- 3.21. The former site of the Clackmannanshire College has planning permission for 140 units, with 10 units identified as affordable housing.

#### **4.0 Sustainability Implications**

- 4.1. The CHS works across a range of key sustainability priorities. The delivery of new affordable housing and land use priorities will be in line with those



policies and targets set out in the forthcoming Local Development Plan. In addition, the CHS will make a commitment to meeting the requirements of the Climate Change (Scotland) Act 2009 through energy efficiency and carbon reduction measures for housing. The CHS will be subject to the Environmental Impact Assessment process.

## **5.0 Resource Implications**

- 5.1. The Council's own financial contribution towards the delivery of affordable housing is summarised in the SHIP. In general, the Council is committed to driving best value from its assets and resources through clear targeting of resources, budget realignment and zero based budgeting. The National Housing Trust commitment from General Fund borrowing is anticipated to deliver up to 30 units. Further, the income from council tax reductions will be applied to the programme and is estimated to be up to £82,000 per annum.
- 5.2. In addition to the above, the Council's central contribution to the delivery of affordable housing is through its landlord role and HRA financial assets. At present, the Council has been successful in attracting £1.35 million in challenge fund bids to deliver 51 new social housing units. The HRA contribution to this, in addition to land, is around £3.5 million from its capital programme. The HRA Business Plan is due for a comprehensive review in 2013. Consultation on the Review will run parallel to consultation on the CHS between May and July 2012. The outcome of this review is likely to include future land and financial contributions to further phases of affordable housing.
- 5.3. Finally, further to the above commitments, the Council will consider the use of non HRA land and assets to facilitate the delivery of affordable housing. This follows an ongoing commitment within planning legislation to support a joint affordable housing policy. It is difficult at this time to estimate a precise number of units, although opportunities will be presented from future development sites.
- 5.4. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒
- 5.5. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

## **6.0 Exempt Reports**

- 6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

## **7.0 Declarations**

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

(1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

- |  |                                     |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses         | <input checked="" type="checkbox"/> |
| Our communities are more cohesive and inclusive                          | <input checked="" type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/>            |
| Our communities are safer  | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported                             | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced                             | <input type="checkbox"/>            |
| Health is improving and health inequalities are reducing                 | <input checked="" type="checkbox"/> |
| The environment is protected and enhanced for all                        | <input checked="" type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence        | <input checked="" type="checkbox"/> |

(2) **Council Policies** (Please detail)

**8.0 Equalities Impact**

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Yes ☒ No ☐

**9.0 Legality**

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

**10.0 Appendices**

- 10.1 Appendix 1: Clackmannanshire Housing Strategy, Consultative Draft.  
Appendix 2: Draft SHIP Programme 2012 - 2015.

**11.0 Background Papers**

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)  
Yes ☒ (please list the documents below) No ☐

**Housing Need & Demand Assessment, 2011**

**Clackmannanshire Council Private Sector Stock Condition Survey, 2009**

**Clackmannanshire Council Stock Condition Survey of Domestic Assets, 2011**

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
K. Hutton	Service Manager	01259 452 472

**Approved by**

NAME	DESIGNATION	SIGNATURE
John Gillespie	Head of Community & Regulatory Services	Signed: J Gillespie
Garry Dallas	Director of Services to Communities	Signed: G Dallas



**Clackmannanshire Housing Strategy 2012 - 2017**

**Consultative Draft**



**Clackmannanshire  
Council**



## Introduction

Clackmannanshire Council through consultation with key partners is working on a new Clackmannanshire Housing Strategy to cover the 5 year period from 2012 - 2017. The Housing (Scotland) Act 2001 requires all councils to have a Local Housing Strategy. The purpose of this strategy is to identify and tackle key priorities for housing.

Firm evidence is an essential foundation for any Local Housing Strategy and a full assessment of current and future housing need has been carried out in the Housing Need and Demand Assessment (HNDA) 2011. This sets out the requirements for both affordable and market housing over the next 10 years. The information from the HNDA assists with the development of the Clackmannanshire Housing Strategy.

Further evidence has been gathered in the form of comprehensive public and private sector stock condition surveys. Together, these paint a picture of the physical quality of our housing stock.

### Future Housing Policy

Housing is, however, more than bricks and mortar. Housing is central to economic growth and development, it shapes communities, defines independence and good housing is fundamental to quality of life. The Clackmannanshire Housing Strategy has two distinct goals:

- creating an effective housing system, and;
- tackling social justice issues, such as the effects of poverty, age and disadvantage.

There has rarely been a more challenging time to shape housing policy. The challenges affecting the housing system begin with the decline in mortgage lending and restricted borrowing for construction, as well as reductions in public subsidy, steep energy targets and the wider financial recession. For individuals, the challenges are also many, including the cost of housing, rising utility prices, benefit reform and the effects of an ageing population.

The regulation of landlord services is set out in guidance which affects public and private providers. The combination of factoring legislation in 2011 and the development of standards within the Scottish Social Housing Charter will govern how management and maintenance services are delivered. In particular, our relationship with tenants will face tighter regulation in the next 5 years.

The Strategy, therefore, is required to set clear policy objectives for tackling market failure, as well as for providing housing subsidy and support to those who need it.





## **Priorities**

Consultation with staff and key partners so far has highlighted 8 priorities for the Strategy and these are:-

1. Housing supply
2. Best use of existing housing
3. Specialist housing
4. Housing support
5. Homelessness
6. Fuel poverty and energy efficiency
7. Improving neighbourhoods and communities
8. Housing investment

## **Key Strategic Linkages**

The Community Planning partners in Clackmannanshire have set out their priorities in the Single Outcome Agreement 2011-12. Each party is expected to take corporate ownership and responsibility for its respective contributions to the agreed outcomes. The Clackmannanshire Housing Strategy will focus on actions relating to the successful achievement of seven of the Council's priority outcomes:-

1. The area has a positive image and attracts people and businesses
2. Our communities are more inclusive and cohesive
3. Communities are, and feel, safer
4. Our environment is protected and enhanced
5. Vulnerable people and families are supported
6. Health is improving
7. Our public services are improving.

In addition to the above, there are two principal linkages for the Clackmannanshire Housing Strategy - those with the Local Development Plan and those with Health and Social Care providers. The Strategy is expected to support the improvement of community care services. Shared priorities will include tackling homelessness, faster assessment and the integrated delivery of services.

The Planning etc. (Scotland) Act 2006, together with a review of Scottish Planning Policy, delivered a programme of policy reviews which centres upon an integrated Local Development Plan. The emphasis for the Clackmannanshire Housing Strategy is to support consolidated planning, setting clear targets for affordable housing and consistency of policy between planning and housing.

## **The Housing System**

The demand for housing continues to grow as household numbers rise but the recession has reduced the volume of new houses being built, as developers struggle to finance new housing projects.

The way the housing system works is influenced by underlying financial and economic circumstances, of both households and housing providers. Household income and available lending determine housing choices. As fewer mortgages are

available, households are finding it more difficult to finance home ownership and are turning to alternatives such as private or social renting.

Within the social sector, the numbers of families on low incomes and welfare dependent are increasing. They have no other housing choices open to them, so there is increasing pressure on the housing system to provide low cost homes for more people.

What are the main issues for the housing system in Clackmannanshire?

- Lack of available finance for housing developers, leading to a major reduction in new house building.
- Lack of available finance for individuals, has reduced the first time buyer market.
- Lack of choice in the market - especially affordable housing.
- Mismatch of house sizes to household sizes.

The high volume of larger houses that were completed during the boom period 2002 - 2008, increased the overall proportion of bigger houses in Clackmannanshire. This helped the economy during that time, attracting new business and spending into the area. The downside to this shift in the housing system is that the stock we have now will not cater sufficiently for the future profile of households living in the area - small households and older people. Added to this, we now have a huge shortage of affordable houses, evidenced by the HNDA. Affordable Housing, in the main, is housing made available at a cost below full market value.

In order to address this, we need to provide additional affordable housing to meet the needs of the community. Increasing the supply of smaller housing across all tenures will help to cater for the increasing numbers of smaller households. Providing opportunities for households to downsize, will create a 'churn' in larger housing and continue to offer suitable homes for households on higher incomes.

Providing a healthy mix of housing of different types and tenure will provide sustainable choices for all, rather than encouraging home ownership above all else.

### **Housing and Poverty**

Almost half of all people in social housing are in low income households compared to one in seven in other tenures. This shows a distinct link between poverty and social housing.

The recession has had a big impact on poverty. More of the working age population are unemployed, more young people are unemployed and more people are in low paid jobs than were a decade ago.

Scotland has a higher proportion of households relying on out of work benefits, including housing benefit, which will mean a greater impact on more families when welfare reforms are fully introduced.

Suitable housing is just one of many essential services that local authorities need to provide for low income households. There is a wider agenda required to tackle

poverty and the causes of poverty, which will require a corporate partnership approach to include education, health and employment services.

### **Welfare Reform**

In 2010, the UK Government announced that by 2014 - 15, it would cut £11 billion annually from the UK's benefit system.

There is a fear that the current shortage of affordable housing will continue to worsen as housing benefit is cut and tenants find it more difficult to pay rents. Although this subject is considered in the Strategy, there needs to be a more holistic approach to the possible effects of these cuts across all Council services.

### **Financial Impact on Clackmannanshire**

The effects of the welfare reforms mean that incomes will be reduced for many households. More than 3/4 of the claimants of housing benefit will be affected with annual losses of hundreds of thousands of pounds.

The impact for the Council and Housing Associations will be a reduction in income through housing benefit and an increase in the need for support services, as tenants struggle to maintain their rent payments.

We may see an increase in the waiting lists for social housing, as households find it difficult to afford private rental properties, or are living in houses that are bigger than their family requires.

### **Consultation on the Clackmannanshire Housing Strategy**

We have consulted various groups on the main issues that need to be addressed through the Strategy. The information gathered so far has shaped this consultation paper and we are now looking to consult more widely.

### **Your Views**

The Priorities discussed above are set out in more detail in the paper. Your views are important and we welcome feedback on the priorities discussed.



## **Priority 1                      Housing Supply**

Clackmannanshire needs more homes to meet the future growing population and smaller household sizes. We need to ensure that we build sufficient additional new housing that meets our requirements.

We need to encourage and develop sustainable choices across all tenures and promote mixed tenure communities.

Finances are limited, so we need to look at new ways of funding house building, whilst maintaining high quality and diversity to suit all households.

### **The Future Need for Housing**

The Housing Need and Demand Assessment (HNDA) shows that over the next 10 years we will need to provide an additional 5,724 properties. Of these, around 4,546 (3/4) require to be 'affordable' and 1,178 for sale on the open market.

### **Affordable housing**

We need to increase the number of new affordable houses being built to address the shortfall highlighted in the HNDA.

There is a particular need for both small and large houses. The social sector has less than 200 large houses of 4 or more bedrooms, and we need more to house families who need them. The growing numbers of small, single households (especially young people) have limited income and need suitable affordable housing.

There are very limited public resources to build these houses. We must look to planning policy, council owned land, income from reduction in council tax discount and partnerships with private developers to kick start a programme of affordable housing. The key is innovation and flexibility.

### **Private housing**

New private house building in Clackmannanshire has reduced 94% between 2006 and 2010. In the last year, only 26 new private houses were completed.

The profile of the private sector is predominately large, family homes, meaning there is less choice of properties for smaller households, such as first time buyers and older people. The population is ageing and households are getting smaller so there is a shift in the types of housing needed, and in the private sector it is difficult for individuals and developers to access finance. The council could intervene to assist by, for instance, offering deferred land receipts to developers and mortgage indemnity to individuals.

***Key Actions Proposed***

- Maximise the amount of affordable housing for Clackmannanshire and establish a development programme set out in the Strategic Housing Investment Programme (SHIP).
- Develop the Council's new build programme to maximum potential, using land assets, prudential borrowing, rental income etc.
- Maximise income from reduction in council tax discounts and use this money effectively to maximise additional housing, such as targeting empty homes and council new build.
- Work with Housing Associations to deliver new affordable housing, looking to maximise funding from all sources, such as private finance and reserves.
- Develop innovative and flexible models for providing cost effective new housing, such as public/private partnerships, National Housing Trust, mid market rent, deferred land purchase and self build.
- Promote and increase shared equity schemes with public funding or private developer cross subsidy.
- Develop the Affordable Housing Policy, including policy on commuted payments.

**Outcome*****Quality affordable housing is available to all households***

## **Priority 2**

## **Best Use of Existing Housing**

We need to boost the supply of new housing, but also use the housing we already have to maximum effect to ensure we can cater for the diverse needs of the growing number of households.

### **Housing Mismatch**

Household sizes and property sizes in Clackmannanshire are not evenly matched. This means that there are a number of homes under-occupied, over-crowded or standing empty in all tenures.

Overcrowding is most acute in the social sector, with 17% of all households having a smaller property than they need. On the other hand, over 3/4 of all privately owned households have at least one more bedroom than they require. We need smaller properties for open market sale and larger properties that are affordable. Addressing the mismatch will encourage a healthy 'churn' in the property market, as households move up and down in size and also across tenures.

### **Improved Housing Options**

To help meet the need for larger family homes in the social sector, we need to encourage households living in homes which are too big for them to move to smaller properties.

As the social rented sector has the biggest problem with overcrowding, there may be some ways of addressing this more effectively through allocation policies, including the council and partner housing associations. We are already working with partners on a common housing register.

Giving information and advice on housing in a person-centred way aims to allow people choice of tenure, depending on their own circumstances. We need a diverse housing system so that people have more choice - developing home ownership options for people who can afford it in the long term, improving and using the private rented sector and developing 'intermediate' tenures, such as mid market rent and shared equity, for people who have reasonable incomes but who are unable to afford the full cost of market housing.

### **Empty Homes**

Approximately 1.8% (421) of all properties in Clackmannanshire in 2011/12 were empty for over 6 months. There is a concentration in town centres, with over 1/4 of housing in Alloa town centre being long term vacant. Only a small proportion belong to the Council, at any one time, often for major refurbishment or adaptation.

It is important that owners are persuaded to bring these properties back into use. The council will reduce council tax discount on empty homes to encourage this. This will also bring in income which will be used for affordable housing.

## Private Renting

The private rented sector has expanded over recent years and has an increasingly important role in providing housing for people who would previously have looked to the social sector or home ownership to meet their needs. We need to look at ways to help people move into private renting, through developing the rent deposit/guarantee scheme, for example, and continue to work with private landlords to ensure that the housing and management provided is of a high standard.

The Council already works with private landlords to provide a number of properties for temporary accommodation for homeless households and there is potential, depending on money available, for this to be expanded.

## Changes to stock - conversions and adaptations

We would like to consider the scope to alter Council and housing association properties to better suit demand. This could include extending smaller properties, perhaps through loft conversions, and conversion of two bedroom properties to smaller units, to accommodate the rising number of single households.

### ***Key Actions Proposed***

- Promote and improve the allocations policy looking at, for instance, downsizing, mutual exchange and choice based letting.
- Encourage tenants to move out of larger properties to smaller properties, for instance by offering incentives to move.
- Make sure the IT system for allocating properties is fit for purpose.
- Introduce 'Housing Options' advice to raise awareness of all the choices people have.
- Develop the Rent Deposit Guarantee Scheme to improve access to private renting and reduce waiting times in social rented stock.
- Maximise the capacity of private sector leasing for temporary housing for homeless households
- Encourage private landlords to become accredited, to help improve management of this housing.

### **Outcome**

***The housing we already have is optimised and effective in providing choice and meeting need***



## **Priority 3**

## **Specialist Housing**

There are a number of people who will require some form of specialist or adapted housing during their lifetime. In order to plan for this, we need to identify who these people are, what their needs for housing are and ensure that we have the right type of properties available to meet that need.

Specialist housing ranges from mainstream housing with major adaptations to housing for specific client groups. Smaller, minor, adaptations can also be made to allow people to continue to live in their homes. There is a lack of variety of specialist accommodation in Clackmannanshire and most (85%) of what there is, is centred on the needs of older people. We will always need more housing suitable for the ageing population, but we also need to provide for other client groups, including mental health, physical and learning needs. Further work is required to determine exactly what is needed.

### **Improved provision**

New build housing, and the funding available for it, has decreased over the last few years with few purpose built specialist accommodation units being provided. Consideration is required of which models of specialist housing are most needed.

### **Access to suitable housing**

The way that information and advice is made available to specialist client groups is important. Information on what type of housing is available and how it can be accessed should be clear so that people can make a more informed choice on what is best for them. This will be reviewed jointly with partners.

A person centred and partnership approach to assessment of housing need is required. We need to improve communication with Health and Social Services partners to ensure a co-ordinated approach to assessment of housing need.

### **Housing adaptations**

Adapting housing in both the public and private sectors will be an ever increasing priority and a challenge to resource. With the growing demand for adaptations, there is an increasing cost and complexity of adapting existing housing. We are increasingly faced with substantial costs for redesigning existing houses, often requiring extensions to deliver the extra space needed, and consideration needs to be given to the policy of adaptation set against relocation.

***Key Actions Proposed***

- Increase specialist provision for those with a physical disability, through new build wheelchair accessible units.
- Increase the range of housing for older people in all tenures, such as new build amenity housing e.g. the Dalmore Centre in Alva or conversion of existing sheltered to housing with care at Westlodge Gardens.
- Increase specialist accommodation for people with learning disabilities e.g. core and cluster models with partners and proposal at Upper Mill St, Tillicoultry.
- Work with planners, social services and developers to ensure a range of housing available on all developments.
- Work more closely with Social Services in determining demand for specialist housing (Commissioning Strategy).
- Continue to support provision of adaptations in all sectors.

**Outcome**

***People have access to specialist or adapted accommodation where there is an assessed need.***

## **Priority 4**

## **Housing Support**

Support is central to maintaining peoples independence, avoiding tenancy failure and preventing homelessness.

Providing support for an increasing number of people in the current climate of reduced funding, removal of ring fenced budgets and competing priorities will be a challenge. We will have to look more innovatively at how we identify and source funding and how support is coordinated and provided.

### **Partnership Working**

Providing effective support services requires partnership working between a range of agencies and services, to ensure the right type of support is available and is reaching those who most need it.

A more coordinated and integrated approach to commissioning is key, along with a clear understanding of definitions and processes involved from assessment through to the support provided. An important area for development is linked IT systems and protocols to enable information to be more easily shared between services.

### **Older People**

People are living longer and this will put increased demands on services. Over the next 20 years, the number of people in Clackmannanshire who will be over 75 is predicted to increase by 86%, to almost 1 in 5 of the population.

We need to look at developing current services and identifying new ones to meet need.

The reshaping care for older people programme is aimed at supporting older people to live independently in their own home, for as long as they are able and wish to do so. A national 'change fund' has been set up to enable Health Services and Local Authorities to redesign care for older people and this is being tackled locally through the Clackmannanshire Partnership Change Plan.

This will set out how the fund will be best used to provide services for our older people.

### **Vulnerable Young People**

In line with the national 'Getting It Right For Every Child' (GIRFEC) principles and our Corporate Parenting Strategy, we need to ensure that there is suitable housing available for vulnerable young people., including supported housing for young people.

We have a high number of young people who need a house. Many need help with basic living skills, including budgeting and cooking. Some also need support with mental health, alcohol and drug related issues.

Too many young people who have been given a tenancy end up having to leave within the first year because they are unable to cope. For some, intensive support is required and there can be issues with getting the young people to engage. For

others, more general support and information and advice, including in preparation for getting a tenancy, is needed.

We need to target services which will support and educate young people and give them the skills necessary to live independently.

### **Tenancy Sustainment**

Housing support plays a crucial role in tenancy sustainment. We have a housing support service provided through the Homeless Service, which offers targeted support to people who have multiple and complex needs and are homeless or at risk of homeless.

The Housing Support team has seen a big increase in the number of people with multiple and complex needs, who need a lot of support and time. This has resulted in those with low level needs not being picked up.

Housing management team offer advice and support to people who may not have access to other support and who need help in order to maintain/sustain their tenancies or own properties, particularly for new and younger households.

#### ***Key Actions Proposed***

- Develop joint working between services such as the police, social services, health, education, drug and alcohol services and the voluntary sector.
- Develop services that promote social inclusion, such as housing support, money and welfare advice.
- Provide basic living skills training for households.
- Improve current referral processes and information sharing between services to provide a more integrated person centred approach to assessment and planning.
- Develop an income maximisation strategy.
- Expand housing support service to enable prioritisation of early intervention work.
- Intensive housing management service development.

#### **Outcome**

***Those requiring assistance to live independently at home have access to effective housing support.***

## **Priority 5**

## **Homelessness**

The number of households applying as homeless and those found to be homeless, who we have a duty to permanently house, has increased over recent years.

By end of 2012, the Council will have to provide settled (permanent) accommodation for all households assessed as unintentionally homeless or potentially homeless, not just those classed as being in 'priority need'. In 2010/2011 this would have meant rehousing an additional 73 households as a priority. This is a challenge for us given that fewer vacancies are becoming available each year and there are also people on the housing register needing a home.

### **Homeless prevention**

Stopping people becoming homeless in the first place is by far the most effective way to deal with the growing numbers of people in housing crisis. The previous Joint Health and Homelessness Strategy has been effective in helping to target prevention activities and a further action plan will be developed to focus efforts on priority areas, such as young people, employability and training.

Almost half of all homeless applications are made by people aged between 16 and 24, and 60% of all applicants are single people. The main reason for applications is relationship breakdown, whether with partner, family or friends.

Many people apply as homeless as it is the only option they believe they have. Ideally help should be provided before crisis point is reached to offer assistance, such as debt counselling or mediation, to help prevent people from becoming homeless and to highlight the various housing options that may be available to them.

It is important to target resources to help people stay in the tenancies they already have. The cost to the Council of a failed tenancy and resulting homeless application is, on average, in the region of £25,000. Offering support services, such as basic living skills and money and benefit advice, will help to prevent tenancies failing. A Tenancy Sustainment Strategy will be developed to concentrate efforts on the areas most needed. The expansion of our existing housing support service, which offers low level but critical support, will be a key element of this approach, along with links to the voluntary sector who provide much support in this area.

We will be required under the Housing (Scotland) Act 2010 to undertake an assessment of support needs on all households applying as homeless. This will have staffing and financial implications for the homeless service, however it will ensure that support needs are established early and enable services work together to ensure a good housing outcome for clients.

### **Temporary accommodation**

The Council provides over 300 households with temporary accommodation each year. The majority are young single people who are accommodated mainly in Bed and Breakfast (B&B) because we do not have enough small properties in our own stock to cover this demand. Apart from being very expensive for the Council this is

not the best housing solution for these, often vulnerable, young people. They need a supported and, in many cases, supervised environment.

The trend is for fewer permanent vacancies becoming available in social housing each year, so households in temporary accommodation are waiting longer to be rehoused. This means we need more temporary accommodation units to meet continuing demand. There is currently a shortfall of some 74 temporary accommodation units, which is predicted to rise to 90 by 2015.

A better range of accommodation is needed, as part of our overall Strategy. Plans are underway to develop new-build units and a refurbished block to meet these specific needs, but further work is needed to project the longer term requirements. As part of this we need to continue working with private landlords to increase the number of private rented properties used for both temporary and permanent housing, as well as identifying suitable properties in our own housing which can be converted to single person housing, with a support and concierge facility to help security. This will reduce the cost and use of B&B, which service users have told us is a priority.

### **Welfare reform**

The changes proposed under welfare reform are likely to result in more people applying as homeless, particularly those under 35 who will be significantly affected by restrictions to housing benefit. This is an issue which requires a co-ordinated approach from the Council and partners to help minimise the impact to individuals.

### **Information and advice**

It is important that housing information and advice is offered and available at the right time and in a format that people can understand. The Housing Options approach being developed will help to highlight what choices individuals have. Although the previous Homelessness Strategy delivered improvements in the standard and range of advice available, feedback from the various agencies involved suggests there is still scope for improved joint working and of information available. This will be tackled in the action plan which will be developed through annual consultation with partners and service users.

### ***Key Actions Proposed***

- Agree an action plan for homelessness activities with partners, to prioritise key actions.
- Develop homelessness prevention activities, such as mediation at point of application and debt counselling.
- Assess support needs at point of application
- Improve joint working for young people leaving care, including improved referral processes and information exchange.
- Increase the range of permanent accommodation through new build and private rented sector.
- Identify and provide new 'models' of supported accommodation for young people and single people, such as the new build flats at Hallpark in Sauchie and conversion of further flats with a concierge facility.
- Consider expansion of rent deposit guarantee scheme to help people access private rented properties.
- Carry out further research into future temporary housing requirements.
- Increase the range and number of temporary accommodation units, including private sector leasing.
- Review the information and advice strategy to ensure an up to date action plan is developed.
- Develop a tenancy sustainment strategy.

### **Outcome**

***Homeless and potentially homeless households have access to effective and appropriate housing options***





## **Priority 6      Energy Efficiency and Fuel Poverty**

Energy efficiency is a priority because of its impact on individual households and their quality of life, and because of the damaging effect on the environment. Domestic, or household, energy use accounts for around 30% of all carbon emissions so it has a significant role to play in tackling the climate change agenda.

### **Improving Energy Efficiency**

Only 11% of the Council's housing does not currently meet energy efficiency requirements. All houses will meet the quality standard by 2015 and we need to make plans to improve energy efficiency further to achieve future targets.

Efforts need to be targeted at private housing where the overall standard for energy efficiency is lower. Only 58% of private housing meet the Scottish Housing Quality Standard in relation to energy efficiency, with failures relating mainly to poor loft insulation, windows and heating systems. Homeowners, including private landlords, are often unaware of the poor condition of their properties and targeted information, advice and assistance with arranging works will help to improve this area.

### **Fuel Poverty**

A household is considered to be in fuel poverty when it is required to spend 10% or more of its income on household fuel. This is affected by the cost of fuel, the income of the household and the energy efficiency of the home. In 2009, it was estimated that 5,000 families in Clackmannanshire were in fuel poverty (20% of all households). The Council is already committed to meeting the Scottish Government's challenge of eradicating fuel poverty by 2016, so far as reasonably practicable, but with the trend for rising fuel prices in particular, the number of people living in fuel poverty will have risen substantially over the past two years.

Households suffering from fuel poverty can be especially vulnerable so it is crucial to target this group to ensure that these individuals are aware of all the programmes available to assist them. To help with this, an energy efficiency and fuel poverty mapping exercise is currently being developed. On completion this will allow information and assistance to be directed to the most vulnerable households.

### **Mitigating Climate Change**

The Scottish Government has set an ambitious target of reducing carbon emissions by 42% by 2020 and 80% by 2050, across all sectors. It is estimated that across Scotland an average investment of £7,000 per home is required to meet the 2020 target and an even larger investment along with a substantial change in household behaviour will be needed to meet the 2050 target. Households must be supported to achieve this.

### **Renewable energy**

To meet the climate change targets of reducing carbon emissions by 42% by 2020 and 80% by 2050, we need to move away from the commonly used carbon based fuels, such as gas, to renewable energy sources. Households have been slow to take up renewable energy options for their homes but, with 30% of carbon emissions

coming from this area, it is essential that households increase their use of renewable energy if Government targets are to be met.

### ***Key Actions Proposed***

- Maximise funding available to help households improve the energy efficiency of their home, such as the Universal Home Insulation scheme, community energy projects, Green Deal and ECO implementation.
- Work with residents individually to maximise the take-up of energy saving schemes, for example through surgery sessions.
- Provide information and advice in a variety of ways to raise awareness of the problem, the assistance available and to encourage a change in behaviour.
- Encourage private landlords to improve energy efficiency in privately rented stock.
- Direct households to providers of energy efficiency solutions, which are often free or low cost.
- Continue to upgrade heating and insulation in Council stock.
- Provide assistance to homeowners in high fuel poverty, regeneration areas to benefit from reduced costs of area works, such as CESP in Bowmar.
- Revise the Affordable Warmth and Home Energy Action Plan.
- Agree targets to improve energy efficiency and carbon emission reductions.
- Develop a Renewable Energy Strategy to increase the use of renewable sources.
- Map the fuel poverty and energy efficiency information to help identify priority areas

### **What we want to achieve**

***Energy efficiency and reductions in fuel poverty and carbon emissions is maximised across all tenures.***

## **Priority 7    Improving Neighbourhoods and Communities**

There have been improvements overall in deprivation indices across Clackmannanshire, but we have seen the position of our most deprived area in Alloa South worsen in the past six years. It is important that the Council, with partners, tackles the root causes relating to poverty if the deprivation in this core area is to improve. There are many initiatives underway and planned which will help to alleviate the impact of deprivation and, as with many priorities, a co-ordinated approach across all partners is required to tackle area based disadvantage.

### **Creating places people want to live in**

The Housing Service will be developing a Tenancy and Estates Sustainment Strategy which will encompass many of the actions we need to take to improve our neighbourhoods. It will include providing tenants with information and advice to encourage them to take responsibility for their own properties and surroundings.

The quality of housing is important to the general local environment. We know that much of private housing, particularly in our town centres where there is a high proportion of older blocks of flats, is in need of essential repair and maintenance works. Common ownership issues often means that people cannot get neighbours to agree to repairs and housing has deteriorated to a point where minimum living standards are not met and buildings look dilapidated and can even be dangerous. The Council will encourage owners to work together to improve blocks and will take enforcement action where necessary.

### **Local Area Planning**

Area plans are aimed at tackling local issues and priorities identified by local residents and partner agencies. Areas with issues of deprivation, anti-social behaviour or repair and quality issues will be prioritised and subject to detailed planning and action initiatives.

Town centres are also important to the economic health of the area and should be places where people want to live. The poor conditions and high proportion of long term empty properties, along with the complications of multiple owners, suggest that town centres would benefit from a targeted area approach. Consideration will be given to designating Housing Renewal Areas in the more problematic centres in Alloa, Sauchie and Alva.

### **Regeneration**

The collapse in the private market and public funding has dealt a blow to our plans for area regeneration, particularly in Bowmar. Delivering new housing and an opportunity to mix tenure in our regeneration areas is still a priority and consideration needs to be given to more flexible partnership initiatives and alternative ways to fund programmes. Concentrating efforts in particular areas, such as our town centres and regeneration areas, will help to make the biggest impact.

***Key actions proposed***

- Work on specific neighbourhood plans in partnership with other agencies.
- Target joined up resources to the worst performing areas, such as Bowmar, through a tenancy and estates sustainment strategy.
- Develop action plans for town centre regeneration, considering Housing Renewal Areas where appropriate. The main priorities should be Alloa, Alva and Sauchie.
- Support tenants to help maintain tenancies, jointly with other agencies, and ensure they know their responsibilities.
- Develop policy for communal repairs in blocks, including multi-tenure.
- Consider a social enterprise approach to improve the look of neighbourhoods and improve employment and skills opportunities.
- Promote the "Asset Based" model, 7 step approach "from isolation to transformation" in community engagement.

**Outcome**

***Organisations and partnerships working with communities will improve the quality of life for all households***

## **Priority 8**

## **Housing Investment**

Housing investment faces the challenge of both improving the quality of existing housing and addressing the funding weaknesses in the housing supply system. Housing finance is facing its greatest challenge in a generation. This strategy is likely to face a transition in how people access and fund their housing costs.

### **New Affordable Housing**

Capital subsidy for new affordable housing has been cut dramatically in the past 2 to 3 years. We need to do all we can to continue to provide new affordable housing through alternative funding methods. To address cuts in funding, the Council must consider more innovative and flexible ways to promote and deliver development, making use of its own assets, such as land allocated for housing or unused buildings suitable for redevelopment to housing. This approach has successfully been used to provide new Council housing in Alva and Tullibody.

A priority must be to develop partnerships with private developers. Joint investment initiatives, such as the National Housing Trust proposal for Mid Market Rent properties, will help provide new affordable housing and also kick start the building industry in the area.

The Council's decision to reduce the amount of council tax discount on long term empty and second homes will bring in additional money to be used towards new affordable housing.

### **Investing in existing housing**

The Council is already well on the way to meeting the quality standard, at 84%, and is committed to meeting 100% SHQS by 2015. Ochil View and Paragon Housing Association stock is already fully compliant. This is a massive achievement for social housing in the area.

The housing costs for all SHQS compliance, planned works and repairs costs will be challenging over the next 5 years. The costs will exceed the level of resources available in the current business plan and a comprehensive review of the business plan is set to address this. This will also consider the Council's position regarding resources available for more new build developments.

The condition of private sector housing is generally good but there are specific issues with blocks of flats, particularly in town centres, where common ownership hinders maintenance, and with particular properties with extensive disrepair problems. Ways to encourage owners to address property condition, particularly where properties are below the minimum Tolerable Standard, will be a priority.

***Key Actions proposed***

- Establish priorities from both private and public sector stock condition surveys and develop funding strategy through the HRA Business Plan.
- Meet the 2015 SHQS and local standard targets for social stock.
- Work more closely with private developers to find ways of providing a model of investment that does not rely on public sector subsidy.
- Use council owned land and assets where appropriate to provide affordable housing.
- Use extra income from reductions in council tax discount to invest in new affordable housing.
- Use affordable planning policy to best effect.
- Set realistic targets for affordable housing.
- Establish an Empty Homes Strategy to bring empty properties back into use

**Outcome**

***New, improved and innovative funding opportunities will ensure a flow of funds to achieve essential housing priorities***

**Draft SHIP Programme 2012 /2015  
Priority Sites**

<b>PROJECT</b>	<b>PROGRAMME</b>	<b>UNIT TYPES</b>	<b>COMMITTED FUNDING</b>	<b>YEAR START</b>	<b>YEAR COMPLETE</b>
<b>Todds Yard, Sauchie</b>	<b>Social Rent (RSL)</b>	<b>20</b>	<b>Yes</b>	<b>2010/11</b>	<b>2012/13</b>
<b>Greygoran, Sauchie</b>	<b>Social Rent (RSL)</b>	<b>14</b>	<b>Yes</b>	<b>2010/11</b>	<b>2012/13</b>
<b>Hallpark, Sauchie</b>	<b>Social Rent (Council)</b>	<b>25</b>	<b>Yes</b>	<b>2012/13</b>	<b>2014/15</b>
<b>Dalmore, Alva</b>	<b>Amenity Social Rent (Council)</b>	<b>9</b>	<b>Yes</b>	<b>2012/13</b>	<b>2013/14</b>
<b>Newmills, Tullibody</b>	<b>Social Rent (Council)</b>	<b>16</b>	<b>Yes</b>	<b>2012/13</b>	<b>2013/14</b>
<b>National Housing Trust</b>	<b>Mid Market Rent</b>	<b>25</b>	<b>Provisional</b>	<b>2012/13</b>	<b>2014/15</b>
<b>Devon Park Mills</b>	<b>Social Rent (Council/RSL)</b>	<b>14</b>	<b>No</b>	<b>2012/13</b>	<b>2014/15</b>
<b>Elm Grove,Alloa</b>	<b>Social Rent (RSL)</b>	<b>21</b>	<b>No</b>	<b>2012/13</b>	<b>2014/15</b>
<b>Elm Grove, Alloa</b>	<b>LCHO (RSL)</b>	<b>21</b>	<b>No</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Council Owned Site</b>	<b>Social Rent (Council)</b>	<b>12</b>	<b>No</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Sauchie Scout Hall</b>	<b>Social Rent (Council/RSL)</b>	<b>4</b>	<b>No</b>	<b>2013/14</b>	<b>2014/15</b>
<b>College, Branshill Road, Sauchie</b>	<b>Social Rent (Council/RSL) *</b>	<b>10</b>	<b>No</b>	<b>2013/14</b>	<b>&gt;2015</b>
<b>Council Owned Site(s)</b>	<b>Social Rent (Council)</b>	<b>25</b>	<b>No</b>	<b>2014/15</b>	<b>&gt; 2015</b>

---

\* Planning Policy

## Shadow Programme

PROJECT	UNIT TYPES	NUMBER UNITS
Forestmill	Mixed	275
Sauchie West	Mixed	75
Bowmar, Alloa	LCHO	43
Coalsnaughton North	Mixed	Unknown
The Shore, Alloa	Mixed	55
Tullibody Working Mens Club	Mixed	6
Alva Academy	Mixed	Unknown
Tullis Site, Tullibody	Mixed	24
Hilton Road, Alloa	Mixed	29
Lower Mill Street, Tillicoultry	Mixed	10
Tillicoultry Community Centre	Mixed	Unknown

Key of Terms

LCHO      Low Cost Home Ownership  
RSL      Registered Social Landlord



**CLACKMANNANSHIRE COUNCIL**

---

**Report to Clackmannanshire Council**

---

**Date of Meeting: 8 March 2012**

---

**Subject: Leisure and Sports Strategy 2012 - 2016**

---

**Report by: Head of Facilities Management**

---

**1.0 Purpose**

- 1.1. This report introduces an approach to formulating a 2012 to 2016 leisure and sports strategy.
- 1.2 The Main Issues Paper sets out the current position, considers key priority outcomes and suggests objectives and targets that could be included in a finalised strategy. This has been arrived at by a working group, but recognises that considerable further consultation with a wide range of stakeholders is necessary to tease these out more definitively.
- 1.3 The Main Issues Paper sets out a consultation programme that will secure the required views on the suggested priorities and approaches to the provision of Leisure and Sport in Clackmannanshire and specifically asks key questions on the amount and nature of what the provision should be.

**2.0 Recommendations**

- 2.1 It is recommended that the Council:
  - (a) approves a public consultation exercise in order to formulate a new Leisure and Sports Strategy on the basis of the appended Main Issues paper and
  - (b) requires a further report on the resulting Leisure and Sports Strategy for Clackmannanshire be brought back to a future Council meeting.

**3.0 Considerations**

- 3.1 Leisure and sport provided by Clackmannanshire Council is a non statutory function. Provision of leisure facilities, promotion and sports development is spread over many Council departments and non-Council providers. A strategy must be seen as a corporate strategy and viewed in a wider context as an intrinsic part of community well being, and as such contributes to the delivery of a number of Single Outcome Agreement (SOA) priorities.

- 3.2 In recent years a number of significant leisure and sports strategies/initiatives have been brought forward:
- A leisure facilities strategy in 2009 confirmed the operating model for key facilities including an independent assessment of recreational facilities; and
  - Sports development is nationally recognised as a leading provider of early years sports coaching in schools, especially primary;
- 3.3 Recently key decisions such as the transfer of Alva Pool to the community group Ochil Leisure Enterprises (OLE) have expanded the 3<sup>rd</sup> party service offering in Clackmannanshire.
- 3.4 The 2012/13 the General Services Revenue Budget identified significant support to OLE and also funding to review leisure provision.
- 3.5 The Main Issues Paper in Appendix 1 aims to expand a strategy from merely looking at Council facilities and functions, to cross departmental boundaries and involve a wide range of partners as well as the community in the development of a strategy in line with public sector reform aspirations.
- 3.6 A working group has assembled current intelligence and analysis, however, a key conclusion is that further information is required on current participation, barriers to participation and needs and demand. Current surveys and performance monitoring provides an overview of views and trends but these are not sufficiently detailed or comprehensive to arrive at firm conclusions and recommendations in a final strategy.
- 3.7 The consultation timetable is outlined in Appendix 1 as part of the Main Issues Report.
- 3.8 This report specifically excludes arts and cultural activities which are not considered to be appropriate in the Leisure and Sport strategy and will be considered in a future Council report.

#### **4.0 Sustainability Implications**

- 4.1. There are no direct sustainability implications arising from this report.

#### **5.0 Resource Implications**

##### **5.1. Revenue / Capital Funding**

- 5.1.1. There are no direct new financial implications arising out of this report other than those already committed in 2012 /13 General Services Revenue and Capital budgets, including the priority initiative of £50,000 towards a review of leisure provision.

##### **5.2 Staffing Implications**

- 5.2.1. This report has no additional staffing implications.

5.3.2. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

## 6.0 Exempt Reports

6.1 Is this report exempt? Yes (please detail the reasons for exemption below) No ☒

## 7.0 Declarations

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

(1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input checked="" type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(2) **Council Policies**

Leisure Facilities Strategy 2009

## 8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Yes ☒ No ☐

## 9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

## 10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".  
Appendix 1 – Main Issues Paper

## 11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stephen Crawford	Head of Facilities Management	2533

### Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director Services to Communities	Signed: G Dallas
Elaine McPherson	Chief Executive	Signed: E McPherson



# Leisure and Sports Strategy

Main Issues Paper  
2012 -2016

March 2012



**Clackmannanshire  
Council**

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



# Contents

<b>1. Introduction</b>	<b>1</b>
<b>2. Leisure and Sports in Clackmannanshire</b>	<b>2</b>
<b>3. Leisure and Sports - Relevant SOA/Community outcomes</b>	<b>4</b>
<b>4. Leisure and Sports - Benefits and Direction</b>	<b>5</b>
<b>5. Leisure and Sports - Suggested Objectives</b>	<b>6</b>
<b>6. Strategy Monitoring</b>	<b>9</b>
<b>7. Suggested Targets</b>	<b>9</b>
<b>8. Consultation Programme</b>	<b>10</b>
<b>9. Feedback</b>	<b>10</b>





The purpose of this paper is to consult key stakeholders of the main leisure and sport issues and related outcomes in terms of the Councils priorities and develop a comprehensive Leisure and Sports Strategy. In recent years there has been a significant change in leisure provision in Clackmannanshire and development in a number of key areas. Additionally the economic climate has changed, the health and education of the Scottish nation has been prioritised and leisure and sports are being seen as one of many catalysts for better society outcomes.

Recently Clackmannanshire has seen, via a number of surveys and statistical results, participation in leisure and sport increase in sections of the population whilst in other sections decrease. This report proposes what the strategic objectives and resultant outcomes of a strategy could be and lays down clear monitoring criteria of the inputs that can contribute to the improved outcomes.

The objective will be to develop Clackmannanshire Council strategy that influences and support every resident in Clackmannanshire to develop a more active and healthy lifestyle. However this must be seen in context of being one of a range of factors towards a better society, not a panacea.

## Single Outcome Agreement (SOA)

### Clackmannanshire Priority Outcomes

Strong leisure and sport activity in Clackmannanshire has the unique potential to make a positive contribution to a greater and lesser extent to all of the agreed Clackmannanshire priority outcomes. Either as a primary or secondary outcome a high leisure and sport participation increases society's health but also cohesiveness.



Clackmannanshire Alliance has agreed 9 priority outcomes. These are set out in our Community Plan, Working Together for Clackmannanshire and our SOA. Whilst a sport and leisure strategy will make a contribution to the achievement of many of our priority outcomes, it's main impact will be on ensuring that:

- ◆ our communities are more cohesive and inclusive
- ◆ health is improving and health inequalities are reducing

In doing so it must enable:

- ◆ local people to be more involved in community life, particularly in stigmatised communities, where participation rates can be low;
- ◆ people to take responsibility for choices which ensure their own good health;
- ◆ people to have a good sense of well-being

Furthermore, it must seek to support approaches that ensure:

- ◆ opportunities are not limited by poor health;
- ◆ children enjoy good health from birth;
- ◆ lifestyles and choices are conducive to good health

Given these outcomes the leisure strategy mission statement is proposed as follows:

*"Clackmannanshire requires leisure provision that is a part of all residents lives. It is about residents leading active healthy lives and maximising opportunity. The leisure opportunity must be relevant to all residents and such that all can access and participate in leisure, breaking down any current "barriers". We must build on our strengths and aspire beyond current achievements."*

### Where is Clackmannanshire in 2012?

Leisure and sport in Clackmannanshire is in a strong position with 75% (Health and Wellbeing Profiles 2010) of the adult population involved in regular sporting participation.

### Is this a true reflection of current activity?

In Clackmannanshire there is an active Sports Council, over 100 independent community sports clubs and council, community and private sports facilities.

However, an accurate picture of leisure activity and requirements in the community has not been made as sampling via Clacks 1000 surveys and the like have not focussed on leisure and sports in depth.

In terms of facilities there is a clear Council strategy to retain ownership and invest in key sports facilities at schools and a number of other priority corporate facilities. Use of facilities is being focused upon and more effective promotion of the existing facilities and services is seen as a key to moving forward.

### Is lack of facilities an issue?



The national priorities of the Scottish Government have 120 minutes as a minimum PE provision in primary school and secondary schools per week. This is delivered in Clackmannanshire. There is also an established key non school activity base, a well established core path network and many natural environment leisure opportunities.



A Sports Development plan amongst Primary school pupils is a leading national success story with over 95% of primary school pupils actively involved via primary school age initiatives in leisure and sport.

Looking at secondary school age pupils the picture in school is starkly different with active leisure pursuits followed by possibly only 20% of pupils within and outside school actively involved in sports and leisure. This mirrors the national pattern with cultural barriers as well as possibly unclear pathways mitigating against higher participation levels. Facilities are provided at secondary schools, independent clubs operate successfully in subsidised Council facilities but there is a national failure to engage with a large proportion in this age group.

### How do we attract secondary level pupils to lead more active healthier lives?

Moving through age groups shows a mixed pattern of leisure and sport activity with pockets of high and low engagement amongst particular sports and geographic areas.

**Going forward the current strengths need to be built upon with the weaknesses and threats addressed.**

## Analysing current activity, opportunity and provision:

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>◆ A wide range of Facilities (assets), both within Clackmannanshire and close by within neighbouring authorities</li> <li>◆ Established community organisations and involvement - vibrant voluntary sector</li> <li>◆ Significant current spend</li> <li>◆ Leading primary schools sports programme</li> <li>◆ External facilities and environment</li> <li>◆ A number of top class athletes emerging from Clacks eg:             <ul style="list-style-type: none"> <li>◆ Rugby;</li> <li>◆ Canoeing;</li> <li>◆ Bowling;</li> <li>◆ Judo; and</li> <li>◆ Wrestling</li> </ul> </li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>◆ Refocusing of current expenditure - particularly towards early intervention programmes</li> <li>◆ Maximising external funding streams</li> <li>◆ Maximise community resources through building community capacity, e.g. asset transfer and joint working with the community</li> <li>◆ Potential to further promote and exploit rich natural environment to encourage leisure participation</li> <li>◆ Potential to work more closely in partnership with community partners and neighbouring local authorities to maximise resource utilisation</li> <li>◆ Improved links with social services and health sectors supporting a whole systems approach to wellbeing</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>◆ Existing provision underutilised - insufficient promotion within the community</li> <li>◆ Rising expectation of some communities community groups</li> <li>◆ Opportunities for future additional expenditure limited</li> <li>◆ Limited data on socio demographic participation</li> <li>◆ Poor adult and secondary pupil sports participation</li> <li>◆ More residents choosing a sedentary/unhealthy lifestyle - inequalities gap is widening particularly in our most deprived communities</li> <li>◆ lack of opportunity to invest in preventative approaches and tackle inequality</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>◆ Health inequalities gap widens in Clackmannanshire as a result of welfare reform and recession</li> <li>◆ Resulting increases in public sector costs, in particular health and social services, at a time when further reductions in public sector funding expected</li> <li>◆ Rising and perhaps unrealistic expectations of some communities community groups</li> <li>◆ continued health and social issues creating barriers to an individuals and communities potential</li> </ul>



#### Current Clackmannanshire Community Outcomes

Across Clackmannanshire, despite an improving picture in some contexts, some community outcomes, including health, crime and deprivation, remain worse than the national average. The following outlines the improvement priorities that this strategy can contribute to addressing.

The health of Clackmannanshire has seen general improvements between the 2008 and 2010 Community Health and Well being profiles; however:

- ◆ Clackmannanshire is in the top percentile for cancer mortality rates and patients hospitalised with alcohol conditions.
- ◆ Clackmannanshire is in the lowest percentile for smoking prevalence and children's and maternal health indicators;
- ◆ whilst the Clackmannanshire teen pregnancy rate in under 18's is similar to the Scottish average, the rates in Alloa South and East are almost double that of the Scottish Average.
- ◆ life expectancy is poor in some of our most deprived communities, with life expectancy rates amongst males significantly worse than the national average.
- ◆ the percentage of obese children is significantly unfavourable when compared with the Scottish Average
- ◆ poor engagement within vulnerable and hard to reach groups



In addition a snapshot of crime facts and perceptions in Clackmannanshire is:

- ◆ serious violent crime, domestic abuse and vandalism is significantly higher than the Forth Valley average;
- ◆ although levels of crime are generally low, there remains significant public concern about crime and general safety in Clackmannanshire;
- ◆ areas that have been prioritised by other agencies in Clackmannanshire are: alcohol, fear of crime, group disorder, vandalism, violence

The links between socio- economic deprivation, poor health and poor life chances are well known. In Clackmannanshire there is a wide range from prosperous communities to some of the most deprived in Scotland. Compared to the rest of Scotland:

- ◆ Clackmannanshire has the 7th highest share of population living in the 15% most deprived areas
- ◆ Clackmannanshire has 39% of school pupils living in the most deprived areas of Scotland
- ◆ Clackmannanshire is significantly above the national average for school pupils entitled to free school meals in both primary and secondary schools.

Clackmannanshire is experiencing these problems despite high levels of expenditure, hence this supports the notion of a new approach focussed on prevention and partnership through leisure and sports provision.

## Benefits of vibrant leisure and sport participation in Clackmannanshire

Leisure and sport can be fundamental parts of community wellbeing and can contribute significantly to health, crime and poor life chance outcomes if opportunities are taken. Health and wellbeing are at the core of successful community life and physical activity is not just about sport but active living, play and exercise. They can play a significant role in enabling more inclusive and cohesive communities.



Leisure and sport are seen by Sports Scotland as contributing to a range of outcomes:

- ◆ physical wellbeing, including tackling obesity;
- ◆ mental wellbeing, contributing to improved self esteem and confidence;
- ◆ building strong, vibrant and cohesive communities;
- ◆ closing the opportunity gap and increasing participation especially amongst the most disadvantaged groups;
- ◆ providing diversionary activities particularly in the most disadvantaged communities;
- ◆ supporting communities by providing a forum for social interaction and attracting visitors;
- ◆ promoting sustainable forms of transport such as cycling and walking; promoting volunteering; and
- ◆ enhancing the economy and tourism opportunities.

## Where do we want sport and leisure to be?

Clackmannanshire requires leisure provision that is a part of all residents lives. It is about residents leading active healthy lives and maximising opportunity. The leisure opportunity must be relevant to all residents and such that all can access and participate in leisure, breaking down any current “barriers”. We must build on the current strengths, aspire beyond current achievements and support the weaknesses. **What barriers are currently limiting participation?**

Active leisure promotion and programming is as important, if not more so, than facility provision. The measure of success must be a measurable contribution to the Councils priority outcomes.

## What areas should the strategy make an impact on?

- ◆ set young children on a course that helps them to see leisure and sport as desirable lifestyles choices throughout their lives; (eg developing a culture of sport at school)
- ◆ integrate and target community and partner resources where they will make greatest impact on health and wellbeing outcomes, including integration with wider prevention and early intervention programmes; (eg Clackmannanshire Healthier Lives initiatives)
- ◆ work with and support communities to maintain/increase leisure and sport capacity, despite reducing resources, e.g. volunteer development, asset transfer, joint community / public sector initiatives; (eg WASP, OLE)
- ◆ ensure that leisure and sport provision and capacity across Clackmannanshire is clearly aligned with need and demand.

### 5.1 Sports and Leisure Programmes

Description: This can be defined as organised sports tutoring and coaching from early years to later in life, supporting and nurturing activity participation at all levels.

#### Key Objectives:

#### 1. Sport in Education 3 to 18 year olds

- ◆ Meet the Scottish Government recommendation of two hours quality PE to every pupil every week, reported in school's Standards and Quality Reports
- ◆ An Annual programme of interschool competitions for primary and secondary schools.
- ◆ Ensure links and a smooth transition from nursery to primary and primary to secondary PE and sport.
- ◆ Annual programme of after school clubs which link and create pathways to local community clubs
- ◆ Develop skill and confidence for school teams to compete in regional and national events.

#### 2. Community Sport and Fitness - over 18

- ◆ Define and support the priority sports of football, rugby, gymnastics, golf, swimming, athletics and disability sports and ensure clear pathways from grass roots to performance.
- ◆ Recognise opportunities for strengthening non priority leisure and sports activities.
- ◆ Ensure clear accurate communication and promotion of all activities and opportunities in Clackmannanshire.

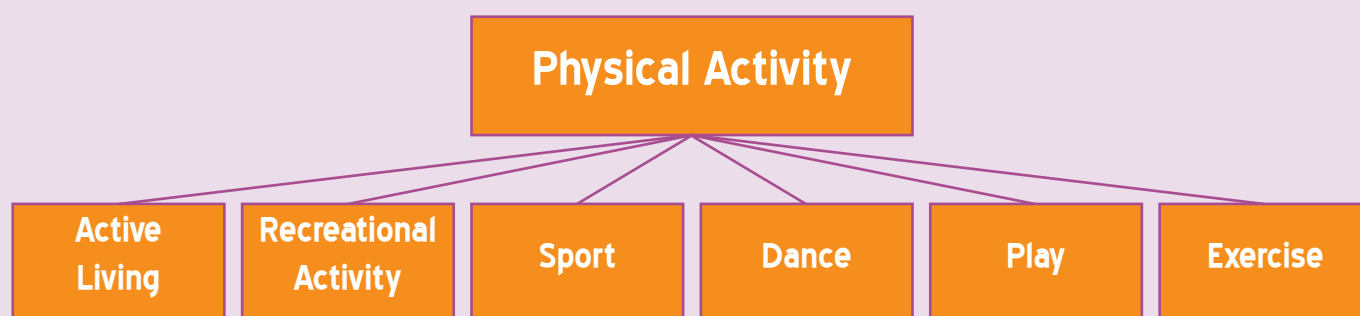
- ◆ Create accessible opportunities for target and hard to reach groups
- ◆ Recognise the value of formal and informal sports structures and strengthen links internally between Council departments and externally with community.

#### 3. Resources and people

- ◆ Develop and increase a well trained workforce of volunteers, coaches and officials through delivery of an annual programme of quality accredited coaching courses.
- ◆ Support schools and clubs with leadership programmes.
- ◆ Create a Communications plan with free flow of info between school/community and club.

#### 4. Partnerships

- ◆ Create and strengthen specific sports development by developing "same sport" partnerships
- ◆ Establish partnerships with key agencies with clear outcomes such as the sportscotland Active Schools initiative, clubgolf, social care, health, third sector initiatives and central sports partnership.
- ◆ Encourage partnerships which pool resources and improve co-ordination and communication.



## 5.2 Council operated Leisure and Community Facilities

Description: The Council owns, leases and/or operates a wide range of sport and leisure facilities across the County. These range from indoor facilities such as the three secondary schools, civic centres, sports pavillions and leisure centres to outdoor sites such as Gartmorn Dam, the Firpark Ski Centre, parks, play areas, mixed use games areas (MUGAs), pitches, playing fields, core paths and allotments.

### Key Objectives:

- ◆ Maximise the availability and use of facilities at all times of the day and year
- ◆ Promote the benefits of low and no cost alternative leisure pursuits, eg. walking, running, cycling and use of the extensive open spaces and the natural environment by the public
- ◆ Improve our understanding of the needs of Clackmannanshire residents now and in the future for sport and leisure facilities and ensure our facilities meet this need
- ◆ Improve our understanding of the barriers to using facilities and work towards the reduction of these barriers
- ◆ Ensure facilities are maintained to suitable standards
- ◆ Explore opportunities for alternative forms of delivery with other partners ensuring effective use of council resources
- ◆ Promote the main facilities as community hubs to encourage better use of facilities
- ◆ Develop a sustainable leisure estate. Plan an up to date 'facility planning model' recognising existing demand, the impact of new development and the availability of neighbouring authority infrastructure

## 5.3 3rd party leisure provision & community involvement

Description: As well as publicly run services, leisure and sport is also provided by the private and voluntary sector in Clackmannanshire. This section explores how more balanced and sustainable provision can be achieved across Clackmannanshire looking to make greater use of wider providers.

We would be interested to know:

- ◆ **should there be greater use of voluntary / private sector?**
- ◆ **if so, are these the right objectives?**

### Key Objectives:

- ◆ Promote and encourage the development of 3rd party leisure provision and investment
- ◆ Support sustainable community provision, e.g. through volunteer development, community capacity building and if appropriate asset transfer;
- ◆ Develop clear after school pathways into clubs
- ◆ Independent coach programmes
- ◆ Work with partners to identify early intervention opportunities to initiate leisure and sport pathways at an early stage in a child's development
- ◆ Strengthen links with schools sports and leisure programmes and private and 3rd sector programmes
- ◆ Support and encourage the development of strong well managed clubs (achieve quality assurance).
- ◆ Through the vehicle of Clackmannanshire Sports Council possibly provide grant aid to performers and clubs.
- ◆ Encourage clubs to work together and across sports.



## 5.4 External Funding

Description: This is defined as actively pursuing funding from outside agencies (non Clackmannanshire) funding to further develop leisure activity - one off project specific funding and recurrent annual external funding.

### Key Objectives:

- ◆ Council and partners are accessing all available funding to achieve leisure strategy objectives
- ◆ Community partners and non council providers are maximising opportunities
- ◆ Council and community are not “competing” for same funding
- ◆ Encourage sponsorship of specific sports programmes
- ◆ Make regular applications to sportscotland and BIG Lottery to fund programmes
- ◆ Work with internal and external agencies to fund pilots/research in PE, sport and physical activities
- ◆ Support the volunteer sector in seeking funds and developing sports programmes

**What support do communities need to enable them to access external funding for leisure and sport provision?**

**What levels of funding are currently obtained?**



## 5.5 Performance

Description: This defines a strong “performance” culture that can lead and inspire others to be involved in sport. Very often this is not considered part of a strategy as national frameworks and funding lead but this does not recognise the inspirational or motivational role it can play. This strategy aims to incorporate higher level “performance” within the overall picture to both inspire and motivate but to ensure there is a pathway through sport from beginner to higher level success.

### Key Objectives:

- ◆ Encourage agencies to use the Clackmannanshire built and natural environment for large/national events
- ◆ Create programmes for talent identification and development
- ◆ Support talented athletes training with access to facilities
- ◆ Ensure legacy and profile from the 2012 Olympics, 2014 Commonwealth Games, 2014 Ryder Cup and 2012 Paralympics
- ◆ Strong links with national agencies such as sportscotland and Stirling University to ensure the most up to date information on skills development, injury prevention etc. and feed into sports network in Clackmannanshire
- ◆ Celebrate local talent, achievements and commitment to sport at an annual ceremony
- ◆ Submit nominations to national awarding bodies such as Scottish Education Awards, press etc
- ◆ Create schools of sport co-ordinating PE, sport and elite performers
- ◆ Use role models to encourage participation in sport and using sport to develop skills for life

**Should ‘performance’ be part of a Clackmannanshire strategy?**



## 6 Leisure and Sport Strategy Monitoring

Description: The issue within a successful leisure and sports strategy is one that increases participation through promotion, encouragement and support. It must assess current activity levels and identify gaps. A regular monitoring and assessment of performance regime must be created to inform future and changing leisure needs to support the strategy targets and outcomes.

### Key Objectives:

Accurate assessment of current:

- ◆ Overall participation;
- ◆ Participation trends;
- ◆ Participation groupings;
- ◆ Demand

Ongoing annual assessment of:

- ◆ Overall participation;
- ◆ Participation trends;
- ◆ Participation groupings;
- ◆ Demand

## 7 Leisure and Sport - Suggested Targets

What is the measure of success? Are these the right things to measure?

Indicators		Baseline	Target
<b>Relevant SOA indicators</b>			
Health	% of adults describing their health as good or fairly good	87%	95%
	% of children over weight	22.1%	20.4%
Quality of Life	% of residents who consider they have a good quality of life	TBA	80%
	% of residents who feel that Clackmannanshire has a strong sense of community	47%	50%
<b>Leisure and sports indicators</b>			
Leisure / sports participation	Overall	TBA	TBA
	Deprived areas	TBA	TBA
School age sports participation	Primary	TBA	TBA
	Secondary	TBA	TBA
Community club	Club membership	TBA	TBA
Funding	External funding attracted	TBA	TBA
Facilities	Utilisation of council facilities incl pitches	TBA%	TBA%
Swimming	Swimming pool visits – Council & OLE	TBA	TBA
Coaching	Sports coaching – attendance at structured courses	TBA	TBA
Achievement	Performance	TBA	TBA
Outdoors	Increase use of Scotland's outdoors (Scotland Performs)	TBA	TBA
	Others	?	

## 8 Leisure and Sport - Main Issues Paper - Consultation Programme

Activity	Month
Launch	March 2012
<b>Consultation</b>	March - June 2012
EQIA - consult with reps from main minority groupings	
Consult with communities	
Consult with Alliance partners, particularly on health, wellbeing & joint working capacity	
Consult with neighbouring providers and national sports associations	
Consult with current leisure & sport providers within Clacks	
Consult with clubs, staff and volunteers who support leisure and sport activity	
Consult with business community - e.g. feasibility of extreme sports provision	
Consult with leisure and sports users	
Revise Strategy & EQIA	End August 2012
Consideration by Council Leisure Strategy Working Group	September 2012
Final Strategy Approved	October/ November 2012

## 9 Leisure and Sport - Main Issues Paper - Feedback

Following consultation and receipt of comments upon this Main Issues Paper, a Leisure and Sports Strategy will be developed for Council's approval.







**Clackmannanshire  
Council**

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

---

**Report to Council**

---

**Date of Meeting: 8th March 2012**

---

**Subject: Maintenance of Public Open Space within New Residential Development**

---

**Report by: Head of Community and Regulatory Services**

---

**1.0 Purpose**

- 1.1. The purpose of this report is to consider how the Council deals with the adoption and maintenance of public open space within new residential development. Throughout Scotland there are different maintenance regimes in place with Local Authorities maintaining some areas and private owners and factors responsible for the maintenance of others at an additional annual cost to the affected householders. This report aims to clarify the position in Clackmannanshire such that the Council would ultimately seek to secure control of public open space maintenance in new developments where reasonably possible.

**2.0 Recommendation**

- 2.1. It is recommended that the Council agrees to :
- a) actively encourage developers and landowners to transfer new public open space to the Council for future adoption and maintenance;
  - b) lead by example as a responsible land-owner by ensuring that all surplus housing development sites which the Council owns will only be sold on the basis that the Council retains ownership and responsibility for public open space maintenance thereafter ; and
  - c) seek support from COSLA to have a change in primary legislation such that the adoption and maintenance of public open space may be treated consistently with the national approach to adopting and maintaining the associated public roads, footpaths and street lighting.

**3.0 Considerations**

***Background***

- 3.1. In the context of new residential development 'public open space' is typically defined as all the communal or public landscaped areas including play areas and woodland. However, it needs to be seen alongside other areas of 'public

space' and related infrastructure such as new road infrastructure, paths, verges and street lights.

- 3.2. In contrast to the unlegislated situation regarding Public Open Space, the Roads (Scotland) Act 1984 provides a mechanism to ensure that an adequate road system is constructed to service any development. The roads, footpaths and street lighting must be constructed to a standard satisfactory to the local authority so that they can be added to the authority's 'List of Public Roads'. To ensure that they are completed to the required standard the developer is required to provide a 'Roads Bond'. If the developer fails to complete the works satisfactorily the authority can use the 'Bond' to do so, otherwise the 'Bond' must be returned to the developer. When a new road (with its associated paths and street lights) is satisfactorily completed the local authority is required to add it to the 'List of Roads'. The maintenance of all roads on the 'List of Roads' is the responsibility of the local authority and residents of the development have no further need to contribute other than via their Council Tax. It is considered illogical that new Public Open Space is not treated in precisely the same manner.
- 3.3. Scottish Planning Policy (2010) and the adopted Clackmannanshire Local Plan require that adequate public open space and landscaping is delivered within new residential developments in order to make them attractive places to live and to ensure that the open space needs of residents are met. Historically these areas of public open space were normally adopted and maintained by Local Authorities with the developer typically paying a one-off capital contribution equal to the estimated cost of maintenance for a period of ten years. However, unlike the situation for roads, footpaths and street lights, the Council cannot legally require Local Authority adoption and it has become more common for developers to appoint a Factor to carry out the work. In so doing the public open space is typically held in private ownership and the new residents are required to pay an annual contribution towards its upkeep and the payment of any Factor. This avoids the need for the housebuilder to pay any up-front commuted sum to have the public open spaces adopted by the Council.

### ***Existing Sites with Factor***

- 3.4. In some cases the ownership of public open spaces has been transferred to the new house owners who each hold an equal share of the land. There are also sites where the ownership rests with a Residents Group or, increasingly, the ownership is transferred (potentially sold) to a private company who may then become owner (eg. Scottish Greenbelt Co. Ltd.), Factor (eg. Greenhouse Property Management Ltd.) and Landscaping Contractor (eg. MG Contracting Ltd.). In some instances (eg. Muirside, Tullibody), the landowner may sell individual housing development sites to different housebuilders, who each appoint their own Factors, while transferring the open spaces outwith housing sites to companies like Scottish Greenbelt Co. Ltd. To add to the potential confusion, the Council then becomes responsible for the adoption and maintenance of roadside verges and there can be a large number of owners and managers of public open spaces on a large housing site with an equal number of maintenance contractors. When the residents and/or community representatives raise concerns regarding a particular area of open space (eg.

Dog fouling or litter) it is assumed that this is the responsibility of the Council when in fact it is more likely to be that of the private owner/s.

- 3.5. As a consequence and in order to ensure that the maintenance on these developments was carried out to an equal standard to Council-maintained open spaces, the Council published a guidance document in 2010 entitled 'The Clackmannanshire Standard : Maintenance of Public Open Space within Residential Developments'. This clearly sets out the Council's requirements for the provision and ongoing maintenance of landscaped areas and public open space.
- 3.6. The Clackmannanshire Standard also makes provision for a 'Landscape and Open Space Bond'. When applied through a planning consent, this is a legally binding requirement which secures payment of a sum of money in event of either a) the developer not completing construction of the open space or landscaped areas or b) failing to maintain them to the agreed standard. This bond was seen as a safeguard that would enable the Council to potentially step in and either complete or maintain these open spaces if the owner/factor failed to do so in much the same way as we did with roads, footpaths, and street lights.
- 3.7. Visits to a number of these sites in the last 12 months, suggest that the formal open space areas within these developments are being maintained to the agreed Clackmannanshire Standard. As mentioned above, problems with these arrangements have tended to arise when there are multiple Factors involved, leading to confusion about each organisations' remit, and with the maintenance of natural and semi-natural areas of land.
- 3.8. It is difficult for the Council to enforce the Clackmannanshire Standard effectively where the Council is not the landowner. In those instances where individual house owners are joint owners of the landscaped areas and open spaces they have the ability to change Factors or Contractors if they are dissatisfied with their performance. However, some house owners do not understand their legal responsibility and consider the Council should carry out the task and, as in the case of their roads, paths and street lights, at no additional cost. Unlike instances where the Council owns the public open space then this is simply not possible.

### ***Public Open Space in New Development***

- 3.9. The Council cannot legally compel a developer to hand over ownership of landscaped and open space areas to the Council and pay a contribution for future maintenance. This was investigated thoroughly as part of the negotiation on the Section 75 Agreement for Forestmill\* and it was considered that it was legally inappropriate to seek to remove rights contained in the Title Conditions (Scotland) Act in a Section 75 Agreement\*. However, the Council can strongly recommend to developers that they transfer all 'public' spaces within new developments for adoption by the Council.

---

\* For the Forestmill development, the Landowner/ Developer agreed to complete the relevant open space areas to the Clackmannanshire Standard and to pay for the relevant open space maintenance sum and a disposition of the land for Council adoption.

- 3.10. Developers may always prefer to transfer public open spaces into private ownership as long as there is a requirement for them to pay a commuted sum to the Council for their ongoing maintenance. As such, there is an argument that Councils should simply treat the potential adoption and maintenance of public open spaces in the same way it treats the adoption and maintenance of public roads, footpaths and street lights. In other words, there is no requirement for the developer to pay a commuted sum since the 'public' infrastructure is adopted by the Council, provided it meets the Council's standards and its future maintenance is funded from the increase in associated Council Tax revenues. While this would still not serve to compel developers to transfer public open space to Councils it is considered that it would nevertheless remove a significant obstacle in doing so.
- 3.11. Finally, in instances where the residential development land is owned by the Council there is no need to sell the public open spaces and the Council can set an example by retaining and maintaining the open spaces once they are developed to our standards.

#### **4.0 Sustainability Implications**

- 4.1. Delivering the actions identified in this Report will help to protect and maintain greenspace.

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

In instances where the Council sells residential development land but retains ownership of the public open spaces it is reasonably expected that a higher capital receipt, than would otherwise be the case if the maintenance liability was transferred to private individuals, would be achieved.

Where the Council does not own the land but offers to adopt and maintain the public open spaces at no cost to the developer then the additional cost would require to be met from the additional Council Tax revenues arising from the new householders in the same way as what happens in the case of the adjoining roads, footpaths and street lights.

##### *5.2. Staffing*

There could be a staffing impact if the Council proposes to monitor and enforce the Clackmannanshire Standard more proactively. There would also be staffing implications if a larger quantity of open space needed to be maintained by the Council.

#### **6.0 Exempt Reports**

- 6.1. Is this report exempt?    Yes ☐ (please detail the reasons for exemption below)    No ☒



## 7.0 Declarations

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

### (1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

### (2) **Council Policies** (Please detail)

- Sustainability and Climate Change Strategy
- Local Development Plan (Under development)
- Single Outcome Agreement
- Biodiversity Action Plan 2012 - 2017

## 8.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Yes ☐ No ☒

## 9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.

Yes ☐

## 10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

None

## 11.0 Background Papers

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☒ (please list the documents below) No ☐

The Clackmannanshire Standard: Maintenance of Public Open Space within Residential Developments.

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Helen Blenkarn	Development Officer (Sustainability)	01259 452639

### Approved by

NAME	DESIGNATION	SIGNATURE
John Gillespie	Head of Community and Regulatory Services	Signed: J Gillespie
Garry Dallas	Director of Services to Communities	Signed: G Dallas

---

**Report to Council**

---

**Date of Meeting: 8th March, 2012**

---

**Subject: Capital Stimulus Initiatives**

---

**Report by: Director of Services to Communities**

---

**1.0 Introduction**

- 1.1. As part of the Capital Budget approved by Council on 9th February, 2012, a series of political priority investments was included. Among these was an initiative referred to as a 'Capital Stimulus Fund'. While no specific financial allocation was agreed, the report commentary confirmed that a paper would be presented to a future Council meeting setting out the mechanisms and criteria for the establishment of such a fund. The purpose of this report is to propose new initiatives to stimulate the local economy.
- 1.2. Insofar as capital investment is considered to be crucial to economic growth this report also sets out the various actions which the Council is currently taking to accelerate growth and job creation together with particular actions which could serve to stimulate further sustainable development.

**2.0 Recommendations**

It is recommended that the Council adopts and progress the three economic stimulus initiatives contained in this report.

**3.0 Background**

- 3.1. It is a top priority of the Scottish Government to increase sustainable economic growth insofar as this is seen as an effective means of unlocking the country's potential during these challenging economic times. This is particularly important in the context of reductions in public expenditure, including in capital investment budgets, which may serve to threaten any recovery in the wider economy.
- 3.2. Actions to accelerate growth and create jobs across established strategic priorities of the Council include:-
- 3.2.1 **Capital Investment** : The recently approved capital programme seeks to prioritise spend on crucial infrastructure investment to maximise economic impact while also improving the overall quality of life in local communities.

Key actions in this area include significant increases in funding for the upgrading of Primary Schools and structural maintenance of roads and associated infrastructure.

- 3.2.2 **Town Centre Renewal** : Again, the recently approved capital investment in the Kilncraigs Complex and the proposed conversion of the Speirs Centre is injecting over £10 million into Alloa Town Centre's ongoing regeneration. This is soon to be augmented by private investment in converting the former Drysdale Street Library to a state-of-the-art Dental practice. J.D. Wetherspoon have also received planning consent for the conversion of the nearby former co-op store and there are potentially plans for the redevelopment of the adjoining former Co-op Department store.
- 3.2.3 **Development and Sale of Surplus Property** : Plans to redevelop and convert surplus Council-owned property in Alva, Tullibody and Tillicoultry to create much needed social housing are well under way and, subject to planning consent, the Council is poised to conclude the sale of the former Alloa Academy site. The latter would stimulate the development of some 100 open-market houses to further address the wider housing supply problem.
- 3.2.4 **Partnership Working** : The Kilncraigs project, mentioned above, involves an innovative approach to stimulate private capital investment through the formation of a tax-efficient special purpose vehicle. The Council is also currently working with the Scottish Futures Trust to help leverage new investment from private house builders through the National Housing Trust. It is expected that a further report on this initiative will be tabled at a future Council meeting.
- 3.2.5 **Public Procurement** : Increasing the Council's direct contribution to the local economy and job creation through smart use of public procurement is a further priority. A separate report on how the Council can help promote jobs and growth while legitimately assisting local firms to compete effectively for contracts is on today's Council agenda.
- 3.3 Notwithstanding the above measures, and given that capital investment is considered to be crucial to sustainable economic growth, further thought has been given to what additional action could be taken to stimulate capital investment while enhancing the local community.

#### **4.0 Further Economic Stimulus Actions :**

##### **a) Development Options on Key Surplus Development Sites :**

- 4.1 While the Council is continuing to prioritise the conversion and re-use of non-operational properties, it remains the case that surplus property is otherwise difficult to sell in these challenging market conditions. Consequently, several proposed transactions have either stalled or collapsed and there is significant uncertainty regarding the effectiveness of marketing surplus development sites on the open market.
- 4.2 Recent evidence has demonstrated that bidders tend to over-estimate the properties' value as a means of merely securing a preferential negotiating position. A significant amount of time and staff resource is typically wasted in ongoing negotiations whilst preferred bidders seek to substantially discount

the offer price. During this lengthy process, there is obviously no capital investment, the properties are degenerating in physical appearance and the emphasis is usually on quantity (the financial consideration) rather than quality (the proposed layout and design).

- 4.3 Consequently, it is considered that a different approach could be piloted, involving, say, three priority development sites, whereby a greater emphasis would be placed on inviting genuine development interest, quality design and potential partnership in advancing agreed development proposals. As such, the intention would be to secure well-designed capital projects that are capable of implementation, potentially with the Council's direct involvement.
- 4.4 Details of how Developers, Investors, Designers, or a combination of all three, would be invited to participate in such an initiative have yet to be determined. However, it is envisaged that the surplus sites would be marketed in such a way as to invite a viable development scheme within a given timescale rather than solely an offer price. The Council would then consider any proposed schemes with a view to completing an 'option' with the successful party in order that they can then advance the project in further detail. Likewise, an approach which emphasised community participation at the design stage would hopefully reduce uncertainty and friction during the formal planning process.
- 4.5 As such, and given their public prominence, the following surplus development sites are considered suitable for marketing on the above basis :-
- a) Former Tullis Site, Tullibody
  - b) Former Alva Academy Site, Alva and
  - c) Former Community Centre Site, Tillicoultry.
- 4.6 Beyond the current and proposed Development Plan provisions, interested parties would be invited to submit realisable and well-designed schemes for their proposed uses alongside associated community benefits and the potential financial consideration. The latter may involve several options depending upon the opportunity for any proposed direct investment by the Council. Interested parties would be invited to formulate innovative funding arrangements and opportunities to leverage in new sources of investment (e.g.pension funds). Ultimately, it is envisaged that the District Valuer would be retained to advise the Council on achieving the best consideration.

**b) Recycling The Proceeds Of Investment Property Sales :**

- 4.7 In creating its economic development and investment joint venture company (JVC), the Council utilised undeveloped public land at Alloa West, and Dumyat, Tullibody to stimulate private investment and European funding of speculative business premises. While over £11 million has been attracted to fund some 157,000 sq ft of business space it is the case that little or no recent speculative development has been possible due to the recession. As such, at the Council meeting on 5 November 2009 it was agreed that in seeking to terminate its interest in the JVC the Council would aim to recover the balance of undeveloped land for open-market sale and development.
- 4.8 To date, the Council has approved the speculative sale of two services plots which are presently subject to ongoing negotiation and regulation. On receipt

of any sale it is proposed that a Capital Investment Fund is created so that further monies are available to service the adjoining undeveloped business sites at Alloa and Tullibody. Thereafter, it is considered that the proceeds of further investment site sales would be used, subject to Council approval, to acquire vacant, derelict or underused land or buildings in order to advance their early development. This could involve land-assembly or vacant premises in town centres and while the emphasis would be on securing business development there would also be the opportunity to secure suitable accommodation for much-needed residential purposes.

- 4.9 As such, it is proposed to use the existing investment assets as the basis for creating a revolving capital investment fund to stimulate intervention on vacant, derelict and underused business premises. Where possible it would be the intention to identify future investment priorities and proposed uses by means of the statutory Development Plan.
- 4.10 It is considered that the Council would review the Capital Investment Fund on an annual basis such that any excess funds could be utilised for wider corporate priorities and any need for short-term funding could be secured from the Capital Programme. Likewise, it is not envisaged that the Fund would be used in instances where a viable 'Spend to Save' proposal can be formulated.

**c) Spend to Save Fund :**

- 4.11 It is not envisaged that any Capital Investment Fund arising from the sale of investment property would be used in instances where a viable 'Spend to Save' proposal can be formulated. As such, the Council could directly invest in economic development projects from its Capital Programme where the specific business case demonstrates that it is viable.
- 4.12 Within the context of the Prudential Code, the Council must satisfy itself that the increase in debt financing costs will remain affordable. The current capital programme, reinforced by the Council's Investment Strategy, is to minimise additional borrowing.
- 4.13 However, the approved Financial Strategy does make clear that borrowing to expand the capital programme can be appropriate where the borrowing can be backed by equivalent internal funds (i.e. Spend to Save). As such, there is potential for a Spend to Save Fund for capital in operation along the same lines as the current revenue fund. In this case bids would be sought for capital investment schemes that support economic development and can demonstrate that the additional capital financing costs will be more than off-set by reductions in ongoing running costs of existing services or facilities.

**5.0 Conclusion**

- 5.1 Beyond the established measures which the Council is taking to stimulate economic growth the report suggests three further initiatives, which could be pursued in whole, or part, to boost the local economy and enhance the local environment.

## 6.0 Corporate Considerations

- 6.1 *Financial Implications* : As stated in the body of the report.
- 6.2 *Staffing Implications* : There are no direct staffing implications as a consequence of the reports recommendations.

## 7.0 Exempt Reports

- 7.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

## 8.0 Declarations

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

- (1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

- |  |                                     |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses         | <input checked="" type="checkbox"/> |
| Our communities are more cohesive and inclusive                          | <input type="checkbox"/>            |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/>            |
| Our communities are safer  | <input type="checkbox"/>            |
| Vulnerable people and families are supported                             | <input type="checkbox"/>            |
| Substance misuse and its effects are reduced                             | <input type="checkbox"/>            |
| Health is improving and health inequalities are reducing                 | <input type="checkbox"/>            |
| The environment is protected and enhanced for all                        | <input checked="" type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence        | <input type="checkbox"/>            |

- (2) **Council Policies** (Please detail)

## 9.0 Equalities Impact

- 9.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Yes ☒ No ☐

## 10.0 Legality

- 10.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

## 11.0 Appendices

11.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

None.

## 12.0 Background Papers

12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Garry Dallas	Director of Services to Communities	01259 452531

### Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	Signed: E McPherson



---

**Report to : Clackmannanshire Council**

---

**Date of Meeting : 8th March 2012**

---

**Subject : Supporting Businesses Through Procurement**

---

**Report by : Head of Community and Regulatory Services**

---

## **1.0 Purpose**

- 1.1. This report considers the actions being taken by the Council to enable the local business community to be better placed to respond to and win Council and other public sector contracts

## **2.0 Recommendations**

- 2.1. The Council is asked to:

- a) approve the approach set out in this report to further improve the competitiveness of local businesses.
- b) adopts the following actions :
  - encourage all local businesses to register on the Public Contract Scotland portal so that they can receive free e-alerts notifying them of contract opportunities relevant to their businesses.
  - encourage local businesses to sign up to the Supplier Development Programme which helps SMEs understand the tendering process and develop the skills required to compete for and win public sector contracts.
  - where community benefits are a legal requirement of Council contracts, Council should continue to encourage the successful contractors to undertake capacity building initiatives with local SMEs to help them meet the necessary requirements to get on their supply chains.
  - give further consideration to making contracts more accessible to local businesses by breaking large contracts down into smaller packages.
- c) continue to work with local businesses to seek further opportunities to build their capacity.

### 3.0 Considerations

- 3.1 Procurement is a significant Council function and offers a major opportunity to support local businesses through Clackmannanshire based suppliers winning contracts to deliver goods, works and services. This, in turn, provides the environment for more local jobs, greater spend in the local economy and a reduced demand for welfare benefits and other support and services. Clackmannanshire Council's procurement spend in 2010/11 amounted to over £47m. Over 66% was spent with SME'S (Small to Medium Enterprises) with just under 16% of this spend being with local businesses.
- 3.2 Under the Local Government (Scotland) Act 2003 Local Authorities have to demonstrate best value in their procurement activities. This increased the need for local authorities to demonstrate that value for money is being achieved. The growing influence of e-Commerce also greatly widens choice in the marketplace and has put pressure on local companies to remain competitive.
- 3.3 The McLelland Review of Public Procurement in Scotland identified 4 tiers of procurement expenditure. This has tended to push contracting activities in the direction of larger, and often joint or consortium, based tenders. Clackmannanshire Council is a member of the East of Scotland Hub for capital expenditure and in August 2010 agreed to become a member of Scotland Excel - the local government procurement centre of expertise - on the basis that this would offer opportunities for cost savings as well as the provision of better services. The four tiers are :
- **Category A contracts** - national public sector contracts issued and managed by the Scottish Procurement Directorate and covering areas like utilities, office supplies, postage and IT hardware;
  - **Category B contracts** - public sector specific contracts issued and managed by Scotland Excel for the local government sector;
  - **Category C and C1 contracts** - specific sectoral and local contracts issued and managed by individual public bodies or regional collaborations.
- 3.4 Local companies are able to bid for Category A and B contracts but, given that the company base in Clackmannanshire is predominantly made up of small enterprises with 87.6% of businesses employing less than 50 employees and well over half of that total falling into the 0-4 employee category, their ability to compete effectively for such contracts is likely to be limited. The main focus for Clackmannanshire based businesses is therefore likely to be on category C and C1 contracts.
- 3.5 The two principal approaches that can be taken to encourage and assist local businesses to compete for and win Council contracts are (a) support for businesses and (b) contracting procedures and guidelines.

#### Support for Businesses

- 3.6 Clackmannanshire Council has already taken a number of actions to help local businesses compete more effectively for public sector contracts:

- 3.7 **Supplier Development Programme.** The Council has recently become a partner in the Supplier Development Programme (SDP), a local authority partnership programme, which offers SMEs the opportunity to grow and diversify through procurement. The SDP is a business support initiative, providing businesses with a programme of free events, training and workshops to help them tender for and win more contracts with public sector bodies throughout Scotland. In conjunction with Clackmannanshire Business, the Council formally launched the SDP in Clackmannanshire on 17 November 2011 with "A Guide to Procurement" event. This was a well-attended seminar which involved both an external procurement specialist and the Council's own Procurement Manager. Companies must register (free) with the SDP to attend events locally or anywhere in Scotland. The Council is working with Falkirk and Stirling Councils to run a Forth Valley programme. Events so far confirmed for 2012 are :
- Tender Ready in 10 Steps - 29/2, 7/3 & 14/3 in Stirling
  - Environmental Awareness Workshop - 19/4 in Alloa
  - Health & Safety Workshop - 25/4 in Falkirk
- 3.8 **Procurement Guide.** A suppliers guide to 'Doing Business with Clackmannanshire Council' has been developed. This provides useful information to support potential suppliers, contractors and businesses who are interested in tendering for Council contracts. The Guide was launched at the SDP event on 17 November referred to above and has been distributed widely to Clackmannanshire businesses.
- 3.9 **Public Contracts Scotland Portal.** The Council supports the development of the SME sector by developing a procurement approach which maximises their exposure to procurement contracts through advertising all Council contracts over £10,000 on Public Contracts Scotland (PCS), the national advertising portal for the public sector in Scotland. Local companies are encouraged to register on PCS so that they can be alerted to relevant contract opportunities as they are posted on the portal. The Council's Procurement Manager has delivered a series of workshops demonstrating the portal and registering local suppliers on the day.
- 3.10 **Workshops.** The Council's Procurement Manager has also delivered a series of workshops to explain Council procedures and to advise local companies on how to compete for Council contracts.
- 3.11 **Community Benefits.** The inclusion of community benefit clauses is now a requirement for many Council contracts, particularly current major development projects such as new Council House build, Kilncraigs and the Speirs Centre. The focus of community benefit provision depends on the type of procurement contract but for the current major development contracts, the focus is on three areas :
- targeted recruitment and training including apprenticeships and work experience opportunities;
  - supply chain and sustainability; and

- community engagement.
- 3.12 The supply chain and sustainability objective asks contractors to detail how they propose to offer subcontracting opportunities to SMEs and deliver sustainable procurement through the contract.
- 3.13 The Council's Economic Development team works closely with the Council's Procurement Manager and Council officers involved in procurement to ensure that community benefits are included in appropriate contracts and provide support to the successful contractors when appointed. This support includes liaising with the contractors and helping them meet their recruitment and training requirements through the Council's employability initiative, Clackmannanshire Works, who act as a single point of contact for the contractor. The recently reconfigured Economic Development team also helps contractors to identify local businesses who could be given the opportunity to tender by reviewing the Clackmannanshire Business Directory and other sources of employer information held locally as well as providing 1-2-1 business advice and support.

### **Contracting Procedures and Guidelines**

- 3.14 Council procedures and guidelines are kept under constant review. Where possible, contracts are split or framework agreements are put in place designed to encourage smaller businesses to compete.
- 3.15 Further work is being done on this with the introduction of the "Procurement Journey". The Procurement Journey is intended to support all levels of procurement activities and to help manage the expectations of stakeholders, customers and suppliers alike. It will facilitate best practice and consistency across the Council. There are also simplified processes, templates and guidance to support individuals providing one source of documentation and promoting best practice.

### **Proposed Future Actions**

- 3.16 The current emphasis on Best Value has made it more difficult to justify a decision to try and source purchases locally when at first sight the prices being charged could be seen to indicate that this would be uneconomical. It is important therefore to calculate the true cost of a purchase, including its impact on the policy outcomes of the authority.
- 3.17 Building on the actions taken so far, there is scope for the Council to do more to help build the capacity of local businesses, for example :
- All local businesses need to be encouraged to register on the Public Contract Scotland portal so that they can receive free e-alerts notifying them of contract opportunities relevant to their businesses.
  - Local businesses should sign up to the Supplier Development Programme which helps SMEs understand the tendering process and develop the skills required to compete for and win public sector contracts.
  - Where community benefits are a legal requirement of Council contracts, the Council should continue to encourage the successful contractors to

undertake capacity building initiatives with local SMEs to help them meet the necessary requirements to get on their supply chains.

- Further consideration should be given by the Council to make contracts more accessible to local businesses by breaking large contracts down into smaller packages.

## **Conclusions**

- 3.18 The European Public Procurement Contract Regulations do not allow procurement awards to be made based on geographical location or provide the ability to favour local businesses as this may be seen as discriminatory. However there are many ways that local businesses and the local economy can legitimately be supported through procurement based initiatives without contravening the Regulations.
- 3.19 The Council has already taken a number of actions to help equip the local business community to better respond to and win Council and other public sector contracts. Clearly, there is still more to be done as outlined above. It is important to recognise, however, that given the size and composition of Clackmannanshire's business base, the ability of local businesses to compete effectively for Council and public sector contracts is likely to be influenced by resourcing and capacity limitations.

## **4.0 Sustainability Implications**

- 4.1 Initiatives aimed at preparing and supporting local businesses to win Council and other public sector contracts helps develop a vibrant local economy and opportunities for employment. It will have a positive impact through:
- Improving the quality of life for the area's residents
  - Achieving sustainable economic development
  - Targeting skills and reducing unemployment.

## **5.0 Resource Implications**

### *5.1 Financial Details*

- 5.2 The actions referred to in the report are carried out within existing budget allocations.

- 5.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☐

### *5.4 Staffing*

Actions are carried out with existing resources.

## 6.0 Exempt Reports

6.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

## 7.0 Declarations

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

(1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input type="checkbox"/>
Vulnerable people and families are supported	<input type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input type="checkbox"/>
The environment is protected and enhanced for all	<input type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(2) **Council Policies** (Please detail)

Development of the local economy and matching opportunities to need are key priorities for the Community Plan, the SOA, Building Clackmannanshire and the Employability Strategy. The approach complements work being done to develop a sustainable approach to procurement.

## 8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
Yes ☐ No ☒

## 9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☐

## 10.0 Appendices

10.1 None

## 11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Ian Fraser	Team Leader, Economic Development	01259 452293
Jane Adamson	Policy Officer, Economic Development	01259 452196

### Approved by

NAME	DESIGNATION	SIGNATURE
John Gillespie	Head of Community & Regulatory Services	Signed: J Gillespie
Garry Dallas	Director of Services to Communities	Signed: G Dallas

