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**Report to Clackmannanshire Council**

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**Date of Meeting: 11 October 2012**

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**Subject: Corporate Priorities 2012 - 2017**

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**Report by: Head of Strategy & Customer Services**

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**1.0 Purpose**

- 1.1. The purpose of this report is to present to Council corporate priorities for the period 2012-2017.

**2.0 Recommendation**

It is recommended that Council:

- 2.1 notes feedback on the consultation exercise;
- 2.2 adopts *Taking Clackmannanshire Forward* as its Corporate Priorities for 2012-17
- 2.3 agrees to review the Corporate Plan at the same time as the revised SOA for Clackmannanshire is approved in March 2013, to ensure full strategic alignment, and thereafter to an annual review each year in line with good practice.

**3.0 Considerations**

- 3.1. On the 16 August 2012, Council adopted, *Taking Clackmannanshire Forward* as its draft Corporate Plan covering the period 2012 - 2017. Council also agreed that a consultation exercise be undertaken on the draft document, and noted that feedback on the consultation and a final document would be brought back to Council on 11 October 2012.
- 3.2. The consultation, which ran until the 25 September 2012, sought views from a range of stakeholders, including: Alliance partners, elected members of all parties, senior managers, council services, Clackmannanshire residents, community councils and other community groups, and a number of communities of interest. The method of consultation ranged from electronic surveys to face to face dialogue, where appropriate. An Alliance Development workshop held in September also influenced the final document.

- 3.3. The feedback received has been taken into account in preparing the final document for Council approval. The general thrust of priorities remains unchanged, though a number of other revisions have been incorporated, including:
- the structure of the plan has been changed to focus on Better Services, Better Opportunities and Better Communities, in support of the overall objective to deliver *Taking Clackmannanshire Forward*.
  - a clearer articulation of the linkages with community planning and SOA reform as well as the wider public sector reform agenda.
  - some amendments to performance indicators.
- 3.4. Not all suggestions were adopted, mainly due to them representing too great a level of detail for a strategic document such as the Corporate Plan. Examples of things not incorporated include requests to cite Council duties, service activities, and various passages of legislation.
- 3.5. The Scottish Government and COSLA have yet to publish detailed guidance on Community Planning reform and the new form of Single Outcome Agreements. As a consequence, it is proposed that the Plan is revisited towards the end of the financial year to ensure that there remains strategic alignment with Clackmannanshire's revised SOA, due in March 2013. Furthermore, uncertainty of potential further impacts on the public sector from reform and financial pressures suggest that it would be prudent to revisit and review the Council's priorities on an annual basis.
- 3.6. A Corporate Plan is aspirational by nature. In adopting this Plan the Council is agreeing its vision and key priorities and actions for 2012-17. As detailed implementation plans are developed, amendments to council policies or the Scheme of Delegation, will be flagged and submitted to Council for approval as appropriate.

## **Conclusion**

- 3.7. Following approval of the Draft Corporate Plan by Council in August 2012, the consultation exercise has been completed. This report summarises details of the consultation process and the key changes incorporated to the proposed Plan, *Taking Clackmannanshire Forward*.

## **4.0 Sustainability Implications**

- 4.1. Sustainability is an inherent, cross-cutting theme throughout *Taking Clackmannanshire Forward*. The overall intent is to make a positive impact, however, as detailed plans are developed, officers will consider these within the Strategic Environmental Assessment framework.

## **5.0 Resource Implications**

- 5.1. *Financial Details*

5.2. 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

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

5.4. *Staffing*

## 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** (Please double click on the check box )

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

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

Our communities are safer

Vulnerable people and families are supported

Substance misuse and its effects are reduced

Health is improving and health inequalities are reducing

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence

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

Corporate Plan 2012-17: Taking Clackmannanshire Forward

### 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

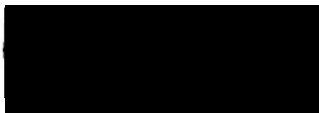

Report to Clackmannanshire Council, 16 August 2012, *Taking Clackmannanshire Forward - Corporate Priorities*

*Working Together for Clackmannanshire, Clackmannanshire Community Plan*

#### Author(s)

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#### Approved by

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Better Services

Better Opportunities

Better Communities

Taking

Clackmannanshire

Forward

corporate priorities, 2012-2017

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# FOREWORD

To be completed further to Council approval

# VISION

The Council's Vision is *Taking Clackmannanshire Forward*. This will be achieved through focusing on:

- Better services
- Better opportunities
- Better communities

## BETTER SERVICES

Excellent services, particularly housing, and a great environment are vital in improving the quality of life for people in Clackmannanshire. The Council particularly wants to increase the amount of good quality affordable housing in Clackmannanshire and is building houses for the first time in 30 years. The Council believes also that it should lead by example in its own actions, and as such believes that there should be the highest standards of probity and transparency in everything it does. As well as seeking to be an employer of choice, the Council recognises that innovation in partnership working will be vitally important, so that:

- We provide leadership in delivering truly integrated and efficient public services responsive to local circumstances and need;
- We ensure the totality of all resources, council and partners, are brought to bear to achieve positive outcomes for Clackmannanshire;
- We are transparent and accountable, ensuring that the public's experience of services in Clackmannanshire is positive;
- We actively seek opportunities to better plan and work jointly with partners with a particular focus on efficiency and preventative spend.

### Contribution to SOA Priority Outcomes

These actions will directly contribute to achieving the following SOA outcomes

- Clackmannanshire's public services are improving

### Performance Indicators

Improve peoples overall experience of public services in Clackmannanshire
Improve peoples experience of public services in Clackmannanshire (broken down by service area)
Improve residents perception re public agencies joint working
Reduce the council's level of debt
Improve overall staff satisfaction with the council as an employer
Increase the number of council houses

## BETTER OPPORTUNITIES

Clackmannanshire offers great potential for individuals, families, businesses and employers. The Council wants to help improve life chances for individuals and families, as well as create a more positive environment for local businesses and employers. We want to invest to create the right environment for everyone in Clackmannanshire to succeed to their maximum potential, so that:

- Clackmannanshire is known for its business opportunities;
- Our transport and business links are further developed;
- Local people have support to take up employment locally and elsewhere;
- All children in Clackmannanshire have the best possible start in life, focusing particularly on ages 0 to 3, with a particular emphasis on the importance of good parenting;
- Our school children are successful learners;
- People and families are supported to live independently;
- Vulnerable adults are supported to maintain their health and overall wellbeing;
- Social circumstances for those in most need are improved.

#### Contribution to SOA Priority Outcomes

These actions will directly contribute to achieving the following SOA outcomes

- Clackmannanshire has a positive image and attracts people and business
- People in Clackmannanshire are better skilled, trained and ready for learning and employment
- Vulnerable people and families in Clackmannanshire are supported
- Health is improving in Clackmannanshire

#### Performance Indicators

Increase the number of adults in Clackmannanshire who are happy or fairly happy
Increase the number of adults describing their health as good or fairly good
Reduce the number of primary 1 children who are overweight
Increase Clackmannanshire total tourism revenue
Increase the number of residents actively participating in Sports & Leisure
Increase the number of pupils attaining 5 or more Level 4 Standard Grade Awards
Increase the number of pupils attaining 5 or more Level 3 Standard Grade Awards
Increase the number of school leavers going into employment, education or training
Increase the number of working age people who are economically active
Increase the number of people aged 65+ with intensive care needs receiving services at home
Reduce the time homeless people spend in temporary accommodation
Increase the number of homeless people who maintain their tenancy for at least 12 months
Increase the number of council houses that have achieved the Scottish Housing Quality Standard

### **BETTER COMMUNITIES**

Our towns and villages are the heart of our county and the public face of Clackmannanshire. We want to keep Clackmannanshire at the forefront of green, recycling and sustainability initiatives. The Council wants to work with residents, traders, property owners, local groups and all stakeholders to enhance our towns and villages in a sustainable way so that:

- People feel part of the community in which they live, including better involvement in decisions that affect them and the design of services they receive;
- Communities have the capacity to work collectively to tackle local issues that affect them and achieve community aspirations;
- People feel safe in their homes and in their communities;
- People have a high quality of life, free from the burden of anti-social behaviour.

- Our use of land is sensitive to its social impact, and our open spaces are sensitively managed;
- We effectively tackle the causes and effects of climate change;
- Visitors and residents benefit from the area's attractions;
- We make the best use of our attractive environment and value our natural and built heritage.

### Contribution to SOA Priority Outcomes

These actions will directly contribute to achieving the following SOA outcomes:

- Our communities are safer
- Substance misuse and its effects are reduced in Clackmannanshire
- Vulnerable people and families in Clackmannanshire are supported
- Clackmannanshire's environment is protected and enhanced

### Performance Indicators

Increase the number of local residents who rate their neighbourhood as a good place to stay
Increase the number of residents who feel they have a very good or good quality of life
Increase the number of residents who are involved with community life
Increase the number of residents who say they are adequately involved in decisions that affect them
Increase the number of residents who feel that Clackmannanshire has a strong sense of community
Maintain and improve high levels of customer satisfaction with CAPs
Reduce the number of local residents surveyed who cite alcohol abuse as a dislike about their neighbourhood
Improve overall street cleanliness
Decrease biodegradable waste sent to landfill
Improve recycling levels
Deliver carbon reduction targets

# PRINCIPLES

Not only is it important what the Council does, it is important how it does things. Accordingly, the Council wishes to be clear of the principles by which it will operate in striving to achieve its priorities.

## Engagement ,Consultation & Partnership

The Council will:

- engage with communities and stakeholders to effectively develop strategies and policies
- continue to support, encourage and protect the vital work carried out by voluntary, community and social enterprise organisations reflecting their commitment to communities and acknowledging the important role they play in the development of Clackmannanshire
- pursue initiatives that create joint working arrangements to benefit the area while always recognising the need for a strong, independent Clackmannanshire Council
- operating in partnership with all community councils, tenants and residents associations in order to maximise the community benefit of council activities

## Excellent Financial Stewardship

The Council will:

- operate within its means
- seek best value in everything it does
- ensure limited resources are targeted on agreed priorities
- work with all partners and stakeholders to secure as much additional external funding for Clackmannanshire as possible

## Good Governance

The Council will:

- put in place a framework to ensure the highest standards of governance across each service
- conduct its business using transparent and accountable practices
- promote the values and ethos of good governance throughout the organisation

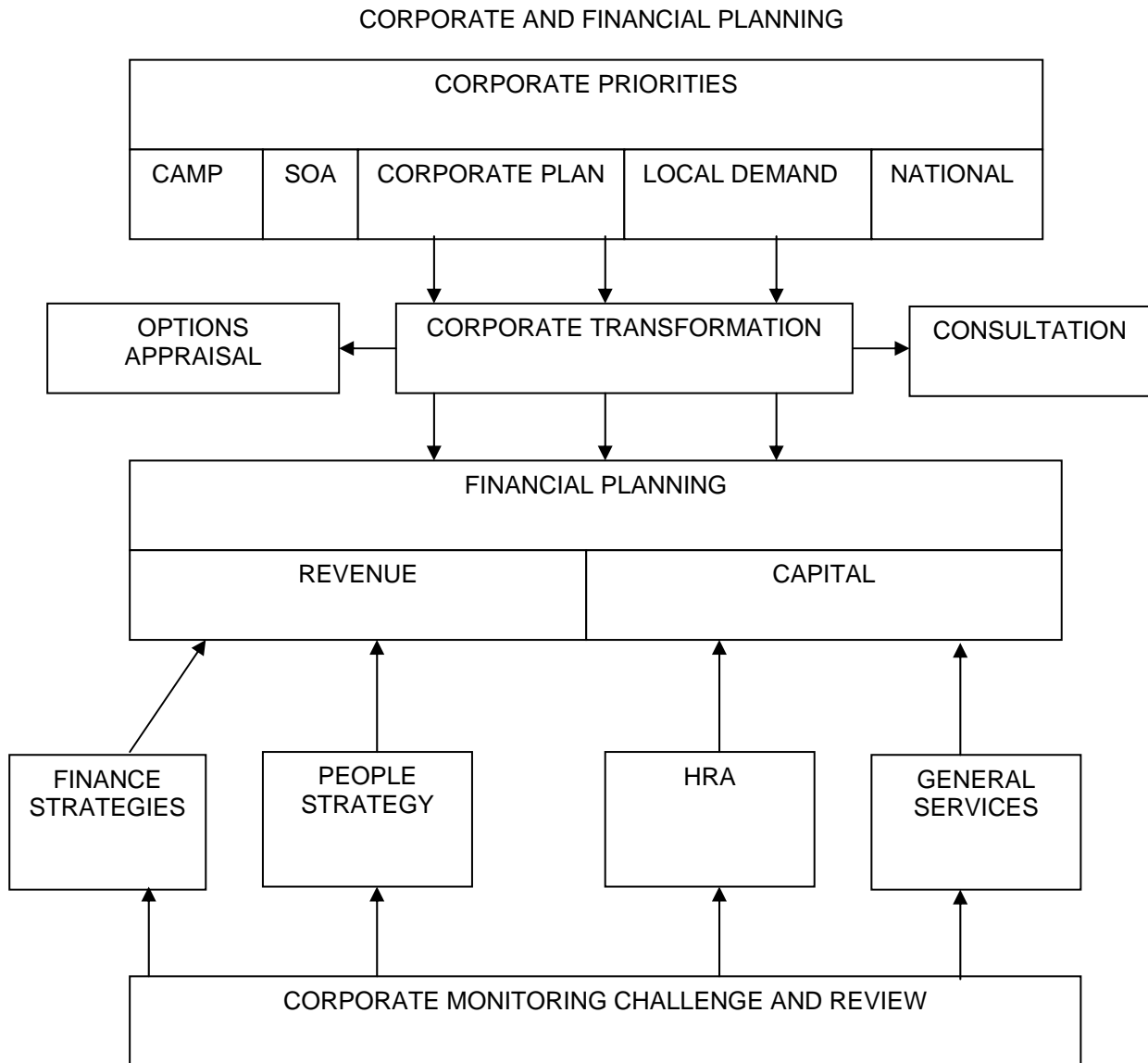
## Positive Organisational Culture

The Council will:

- embed a corporate philosophy across all its services
- ensure its structures remain fit-for-purpose and as effective and efficient as possible as contexts change
- focus on excellence in customer services
- engage and support staff

# MAKING IT HAPPEN: RESOURCES

The Council will deliver on its priorities using all the resources available to it. The overall approach is illustrated below.



Key features of this approach are as follows::

- financial planning is driven by the priorities set out by the Council. The Council has approved a range of strategies, many of which are service specific, however, the main corporate priorities are consolidated within the Corporate Plan, Single Outcome Agreement, Housing Strategy, and Housing Business and Corporate Asset Management Plans
- there is a robust framework of financial strategies focused on delivering the above priorities. These are set out in the Finance, Budget, and Borrowing and Investment Strategies which are regularly reviewed and updated to ensure that they remain fit for purpose

- a medium to longer term view of demand for services is formulated to ensure resources are matched where there is greatest need. As demand shifts in and between services, this is reflected in the resourcing priorities of the Council
- the Council has in place effective arrangements for workforce planning through its People Strategy. These arrangements aim to ensure effective and sustainable arrangements for supporting and developing staff, even where roles may need to change to reflect changing demands for services
- the sustainability of cost reduction measures is managed through a process of a corporate transformation programme, rather than relying on individual services to identify standalone opportunities. This has the benefit of providing greater opportunities to identify cross cutting, corporate and geographical initiatives, working alone or with partners to deliver the best range of services possible to the people of Clackmannanshire
- constructive, but robust challenge continues to be a key attribute of the proposed corporate approach.

# PLANNING & PERFORMANCE MONITORING

The Council will deliver on its priorities using all the resources available to it. An essential component of this approach is ensuring that all services, teams and individual members of staff are focused on the delivery of our priorities. Key features of the approach, illustrated below, include:

- an integrated corporate approach to planning and performance management focused on the delivery of results that will realise our priorities;
- engaging, supporting and motivating staff to deliver our priorities;
- the effective management of risk;
- transparency and accountability through regular performance monitoring and reporting, internally and externally, including transparent and relevant public performance reporting;
- transparency and accountability by reporting our performance against: targets, trends over time, and comparisons with other service providers;
- reporting a balanced set of results, based on our improvement framework, the Clackmannanshire Improvement Model, that demonstrates our performance improvements are sustainable, ethical and meet the expectations of all our stakeholders;



# BETTER SERVICES - PRIORITY ACTIONS

1. Pursue initiatives that create integrated public services within Clackmannanshire against a context of always recognising the need for a strong, independent Clackmannanshire Council
2. Work with the Scottish Government on reform to the Police & Fire Services within Scotland to ensure the best possible arrangements for Clackmannanshire
3. Ensure the Administration of Clackmannanshire Council is transparent and the needs of Clackmannanshire residents are better met by reconsidering the committee structure and the role of elected members
4. Pursue a policy of robust Corporate Governance within the Council
5. Seek to promote good financial stewardship within all Council services
6. Implement a new overall Housing Strategy for Clackmannanshire and introduce a new Housing Business Plan to align with the Council's Vision priorities and new legislation
7. Increase stock of available housing and work with all partners to maximise the availability of affordable housing throughout Clackmannanshire
8. Address the challenges of Social Housing and changes in legislation by promoting efficient and integrated services in and out with the Council
9. Deliver more funding to tackle homelessness
10. Reduce the Council's levels of debt and ensure the implementation of the Council's Debt Policy
11. Embed a corporate philosophy to the management of all services
12. Maximise appropriate consultation with communities and stakeholders in the implementation of Council policies and activities
13. Introduce and maintain a minimum living wage for Council staff
14. Provide funding to allow the implementation of enhanced terms and conditions for craft workers within the Council
15. Invest to ensure our IT and fleet infrastructure are fit for purpose
16. Ensure the Council's prosecution policy is upheld
17. Examine the Council's management structures to ensure that these are fit-for-purpose and as effective and efficient as possible
18. Invest in the repair and maintenance of Council properties
19. Encourage better liaison with private sector landlords to maximise best practice and availability of housing stock
20. Consult upon and, working with relevant partners, introduce a Choice Based Lettings system for Council Housing
21. Introduce practical "real-world" solutions to assist and encourage tenants to secure best-fit tenancies

# BETTER OPPORTUNITIES - PRIORITY ACTIONS

1. Help and support individuals and families by continuing the Council Tax freeze
2. Continue to embed a policy of Early Intervention and Raising Attainment within Clackmannanshire's Schools
3. Ensuring the best attainable start in life by early implementation of the Getting It Right for Every Child principles and practices.
4. Providing additional funding to improve nursery provision within Clackmannanshire
5. Continue to support the Scottish Government's Promise of a job, training or education place for every 16 to 19 year old within Clackmannanshire
6. Implement policies and initiatives to encourage local employers to take on local 19 to 24 year olds
7. Continue to support a multi agency approach to deliver the best training and development opportunities for Clackmannanshire residents in Clackmannanshire
8. Implement an employability initiative for care leavers, in which Looked After Children leaving school are offered employment/training for one year at Clackmannanshire Council
9. Provide additional funding to improve Child Care Services within Clackmannanshire
10. Maintain, embed and increase payments to Kinship Carers by a minimum of 1% per annum
11. Support Clackmannanshire Credit Union and seek ways in which the Council can work to maximise uptake of membership within Clackmannanshire
12. Support the Scottish Government's Small Business Bonus Scheme
13. Work proactively to attract new businesses and supporting existing businesses through continuing to adopt integrated, 'can do' approaches where appropriate
14. Continue to actively encourage businesses to relocate to Clackmannanshire by maintaining a business-friendly and "can-do" approach to promote Clackmannanshire as a prime business location
15. Continue to support, encourage and protect the vital work carried out by Voluntary, Community and Social Enterprise organisations reflecting their commitment to communities and acknowledging the important role they play in the economic revival of Clackmannanshire
16. Maximise the local benefit of all monies spent by the Council and modifying the Council's Procurement and Contract policies and protocols to assist as many local businesses as possible to obtain Council contracts
17. Work with all partners and stakeholders to secure as much additional external funding for Clackmannanshire, as possible
18. Work with local businesses and employers to continue to promote Clackmannanshire's Tourism potential locally, nationally and internationally
19. Continue to support the Clackmannanshire rail project, maximising the benefits it brings to the county

20. Deliver increased investment for the repair and maintenance of Clackmannanshire's roads
21. Ensure there will be no additional public car-parking charges throughout Clackmannanshire
22. Work with the Scottish Government for the retention of the concessionary bus pass and extending it to Dial-a-bus services
23. Roll out the introduction of breakfast clubs, to support working parents and ensuring children have the best start to the school day in a healthy, conducive environment
24. Fund a programme of parental engagement and support in order to assist with raising attainment levels of secondary school pupils
25. Introduce additional educational attainment staff in each of our three secondary schools, to give extra support, mentoring and coaching to pupils
26. Provide additional funding to repair, maintain and improve our primary school estate, as well as providing a new primary school for St. John's and Claremont catchment areas
27. Deliver a holistic Sports and Leisure Strategy for the whole of Clackmannanshire in conjunction with local clubs and groups

# BETTER COMMUNITIES - PRIORITY ACTIONS

1. Retain and develop existing Community Access Points within existing settlements based on the Community Hub model, extending the range of services accessible locally to communities. As a first step, provide a Tillicoultry Community Hub in consultation and partnership with the Community.
2. Continue to work with Local Traders and property owners to revitalise our high streets through innovative and flexible use of shop units and upper premises and support the ongoing town centre redevelopment and improvement of Alloa Town Centre
3. Continue to operate in partnership with all community councils, tenants and residents associations in order to maximise the community benefit of Council activities, noting initiatives to encourage local democracy. For example Youth Councils facilitated by Local Community Councils and involvement in the Scottish Parliament's Community Council Working Group
4. Recycle the proceeds of Council Investment Property Sales to create a Capital Investment Fund to stimulate intervention on vacant, derelict and underused premises within Clackmannanshire in order to benefit local businesses and communities
5. Introduce a Capital Spend to Save Fund to enhance and work in conjunction with the Council's Revenue Spend to Save Fund, in order to maximise potential benefit to Clackmannanshire residents and/or businesses
6. Ensure Clackmannanshire Council halls and facilities are utilised to maximum benefit
7. Support community-led initiatives to, where appropriate, manage and maintain local halls and facilities
8. Continue to take a robust approach to anti-social behaviour and drug-dealing within Clackmannanshire through cross service and Government agency working and where practical adopt and pilot new approaches to tackling drug dependency
9. Adopt a proactive approach to reducing litter, fly tipping and dog fouling by thorough use of existing legislation, increased staff training, patrolling and enforcement
10. Invest to keep Clackmannanshire at the very forefront of recycling, sustainability and zero waste initiatives
11. Maximise opportunities and investment to further develop energy efficiency initiatives within Clackmannanshire as part of a greater move to mitigate fuel poverty in the area
12. Actively encourage developers and landowners to transfer new public spaces to the Council for future adoption and maintenance
13. Seek to re-market and utilise the following surplus Council sites in a way that maximises benefit to the local communities, including:-
  - Former Tullis Site, Tullibody
  - Former Alva Academy Site, Alva; and
  - Former Community Centre, Tillicoultry.
14. Lead by example as a responsible landowner in seeking to ensure 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
15. Seek support from the Convention of Scottish Local Authorities for 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

16. Continue to promote green energy schemes and improve recycling rates, with the objective of saving money as well as helping the environment
17. Promote energy efficiency and a sustainable environment for our citizens through the early adoption of good practice and pilot projects to demonstrate and examine the best fit of these measures for Clackmannanshire
18. Seek to maximise the use of Community Payback Orders to benefit local communities
19. Undertake a review of all public toilet provision in Clackmannanshire
20. Promote and support village/small town centre initiatives, designed to enhance village and small town centres throughout Clackmannanshire
21. Continue to support the Ochil Landscape Partnership to secure long term improvements
22. Repair and reopen the footpath at Mill Glen, Tillicoultry

