
Report to Clackmannanshire Council

Date of Meeting: 11th October, 2012

Subject: Police & Fire Service Reform

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to provide an update on the current position in respect of police and fire reform and to advise the Council of options for the organisation of local policing

2.0 Recommendations

- 2.1 It is recommended that Council:

- a) notes progress in the national reform of the police and fire services;
- b) agrees to advise the Chief Constable that the Council's preferred approach to area policing is to have a local commander dedicated to Clackmannanshire;
- c) agrees to begin work in partnership to develop the Local Policing Plan for Clackmannanshire;
- d) notes that further discussions will take place with the fire service to determine the designation of a senior officer for Clackmannanshire and to take forward the development of a local plan; and
- e) agrees scrutiny arrangements as set out at paragraph 5.10.

3.0 Considerations

- 3.1 The legislation enabling reform received Royal Assent on 9 August 2012 and the new services are expected to begin on 1 April, 2013.
- 3.2 The Police & Fire Reform (Scotland) Act 2012 makes provision for policing and fire and rescue services across the country. The key aspects of the new legislative framework from the Council's perspective are summarised below:
- 3.3 Police

a - Strategic police plan

- the Police Service for Scotland must prepare a strategic police plan which sets out the main objectives for the Authority and for the policing of Scotland, explains the reasons for selecting each main objective, describes what the Authority considers should be done by it or by the Police Service in order to achieve the main objectives, where reasonably practicable, identifies outcomes by reference to which the achievement of the main objectives may be measured, and includes any other information connected with the Authority's functions, or policing, which the Authority considers appropriate.

b - Local Policing

- the chief constable of Scotland must ensure that there are adequate arrangements in place for the policing of each local authority area
- for each local authority area, the chief constable must, after consulting the local authority, designate an officer as local commander (an officer may be designated as local commander in relation to more than one local authority area).

c - Local authority role in policing

- a local commander must involve the local authority in the setting of priorities and objectives for the policing of its area.
- a local authority may monitor and provide feedback to the local commander on the policing of its area, and (in particular) may provide to the local commander its views on any matter concerning or connected to the policing of its area, and any recommendations for the improvement of the policing of its area that it thinks fit.
- a local authority may specify policing measures that it wishes the local commander to include in a local policing plan and may provide feedback by reference to any local police plan in force for the area.
- a local commander must provide to the local authority such reports on the carrying out of police functions in its area (including by reference to any local policing plan in force for the area), statistical information on complaints made about the Police Service in, or the policing of, its area, and other information about the policing of its area, as the local authority may reasonably require.

d - Local police plans

- a local commander must prepare and submit a local police plan to the relevant local authority for approval.
- A local police plan is a plan which:
 - sets out the main priorities and objectives for the policing of the local authority's area,
 - explains the reasons for selecting each of those priorities and objectives,
 - sets out the proposed arrangements for the policing of the local authority's area (and how those arrangements are expected to achieve the main priorities and objectives),
 - where reasonably practicable, identifies outcomes by reference to which the achievement of those priorities and objectives may be measured,
 - describes how those priorities, objectives and arrangements are expected to contribute to the delivery of any other relevant local outcomes which are identified by community planning, and
 - includes any other information connected with the policing of the local authority's area which the local commander considers relevant.

- in preparing a local police plan, the local commander must have regard to the most recently approved strategic police plan and make such consultations as appropriate
- if the local authority approves a local police plan submitted to it, the local commander must publish it in such form and manner as the Authority may specify.
- the local commander must review the local police plan if a new strategic police plan for Scotland is approved or if the local plan has not been modified for 3 years since its publication
- the local commander and the local authority may agree to modify an approved local police plan at any time.

3.4 Fire

a - Strategic plan

- SFRS must prepare a strategic plan setting out how SFRS proposes to carry out its functions, setting out outcomes by reference to which the carrying out of its functions may be measured, and including such other material relating to its functions or to a period other than the period mentioned in paragraph (a) as SFRS thinks fit.

b - Local Service Provision

- the Scottish Fire & Rescue Service (SFRS) must ensure that there are adequate arrangements in place for the carrying out of its functions in each local authority area.
- SFRS must involve each local authority in determining priorities and objectives for SFRS in connection with the carrying out in the local authority's area of SFRS's functions.

c - Local fire and rescue plans

- SFRS must prepare a local fire and rescue plan for each local authority area which sets out:
 - priorities and objectives for SFRS in connection with the carrying out in the local authority's area of SFRS's functions
 - the reasons for selecting each of those priorities and objectives
 - how SFRS proposes to deliver those priorities and objectives
 - in so far as is reasonably practicable, outcomes by reference to which delivery of those priorities and objectives can be measured
 - how those priorities and objectives are expected to contribute to the delivery of any other relevant local outcomes which are identified by community planning and
 - such other matters relating to the carrying out of SFRS's functions in the local authority's area as SFRS thinks fit.
- in preparing the local fire and rescue plan, SFRS must have regard to the framework document and the SFRS strategic plan consult such persons as SFRS considers represent employees of SFRS, and such other persons as SFRS considers appropriate.

- SFRS must submit a plan for approval to the local authority for the area to which the plan relates and publish the approved plan.

d - Review the local fire rescue plan

- SFRS may at any time review the plan and following this review, revise the plan. SFRS must review the local fire and rescue plan if the Scottish Ministers make an order, a new strategic plan is approved or the plan has not otherwise been revised for 3 years since its publication

e - Provision of information to local authority

- SFRS must give to a local authority such information or reports relating to the carrying out of SFRS's functions in the authority's area (including reports given by reference to any local fire and rescue plan in force for the area) as the authority may reasonably request.

f - Local Senior Officers

- after consulting the local authority, SFRS must designate an employee of SFRS as Local Senior Officer for each local authority area for the purpose of carrying out on behalf of SFRS the delegated functions. A person may be designated in relation to more than one local authority area.

g - Monitoring by local authority

- a local authority may monitor and provide feedback to SFRS on the manner in which SFRS carries out its functions in the authority's area and (in particular) may provide to SFRS its views on any matter concerning or connected to the manner in which SFRS carries out those functions in the authority's area, any recommendations for improvements in the manner in which SFRS carries out those functions in the authority's area that it thinks fit.

4.0 Transition Phase - National

- 4.1 Chairs of the Police and Fire authorities have been appointed as have the new Chief Officers.
- 4.2 Work is now being taken forward under a number of workstreams each with a focus on what Day 1 of the new Service will look like. In respect of police, an initial Blueprint document has been approved by leaders of the service which outlines the high level organisational structure of the new single force and how some of the functions will be delivered on Day 1. A Day 1 implementation plan is being developed which will be centrally controlled and locally delivered. The emphasis for both organisations is to ensure that local front line services remain fundamentally unchanged on Day 1

5.0 Transition Phase - Local

Police

- 5.1 Local discussions have focused on arrangements for:
1. appointing a nominated local Police Commander,
 2. developing an agreed Local Policing Plan, and

3. suitable local scrutiny which will allow the Council to hold the local commander to account for delivery of the local policing plan.
- 5.2 A meeting took place in August attended by the Chief Constable of Central Scotland Police, his fellow chief officers, Clackmannanshire representatives on the Joint Police Board, the Council Leader and the Council's Chief Executive. As a result of this meeting, the Acting Chief Constable has written to the Chief Executive outlining a number of proposals to progress arrangements pertaining to the three matters mentioned above.
- 5.3 Three potential options for the appointment of the local police commander for Clackmannanshire have been offered by the Acting Chief Constable of Central Scotland Police:
 - 1) Designate the current Superintendent role within Stirling and Clackmannanshire Area Command, Central Scotland Police, as the new Local Police Commander for both the Stirling and Clackmannanshire Council areas. This officer would be dedicated to this role and accountable for the delivery of both the Clackmannanshire Policing Plan and the separate Stirling Policing Plan. This approach reflects the current arrangements and would ensure that resources could be deployed flexibly across Clackmannanshire when needs arise.
 - 2) Designate the current Chief Inspector, Clackmannanshire, as the new Local Police Commander for Clackmannanshire Council Area. This officer would be dedicated to this role and solely responsible for the delivery of the new Clackmannanshire Policing Plan. This approach would be a departure from the current arrangements of a shared Superintendent Area Commander and result in both Stirling and Clackmannanshire operating independently with separate Local Police Commanders. Whilst resources would still be available to be deployed across local policing areas as needs arise, this would not be as flexible as deploying officers across a single combined Clackmannanshire and Stirling command.
 - 3) Designate the current Chief Superintendent role within Communities Policing, Central Scotland Police, as the new Local Police Commander for the Clackmannanshire Council Area. This officer would most likely be designated as the Local Police Commander for both Stirling and Falkirk Council areas, in addition to the Clackmannanshire Council area. This approach is permitted by the legislation which allows a Local Commander to be shared between Local Authorities.
- 5.4 Under Options 1 and 2 the Acting Chief Constable has confirmed that it would still be his intention to retain the current Chief Superintendent, Communities Policing role on an interim basis to oversee the transition of existing Force wide functions into the new Police Service of Scotland and co-ordinate the existing shared services and joint working across Forth Valley.
- 5.5 It is considered that option 2, having a Chief Inspector designated as the local commander for Clackmannanshire, is the most appropriate way forward. This option will enable maximum local accountability while also benefitting from the retention of a chief superintendent to co-ordinate joint working as relevant across Forth Valley.
- 5.6 In terms of the development of the Local Policing Plan, it is proposed that work should begin as soon as agreement is reached on the local commander. The National Police Reform Team has set out a framework for strategic and

local planning called the National Intelligence Model which is summarised below.

STRATEGIC PLANNING - POLICE SERVICE OF SCOTLAND

The National Intelligence Model (NIM)

It is intended that following its compilation, the national Strategic Police Plan, which will reflect the Scottish Policing Assessment will be used to set out priorities at a national level. Local joint strategic assessments, compiled by police with partners at each Local Authority Area, will take cognisance of the national priorities and add local priorities for inclusion in the Local Police Plan. These joint strategic assessments will in turn feed the National Scottish Policing Assessment in an iterative and interactive process.

The preparation of the Local Police Plan from the joint strategic assessment will fully involve the Local Authority and Community Planning Partners in the priority setting process and so in this way the Local Police Plan will be developed in consultation with the Local Authority discharging the legislative requirement of the Police and Fire Reform Bill.

This priority setting process will assist in the production of local SOA's, as well as the Local Police Plan. This process will facilitate a performance framework that will enable the Police Service of Scotland to manage performance down to the local level, incorporating the wider aspects of community confidence and community well-being as well as the core issues of crime and detection levels.

Aligning local policing with the Community Planning and the Local Authority area structure and basing business planning on the principles of the National Intelligence Model through strategic assessments, together with priority setting at this level and at the national level, and delivered through the Tactical and Coordinating Group process, will facilitate an evidenced based, transparent and effective business model focussed on the achievement of outcomes.

The Local Police Plan and scrutiny arrangements

The Local Police Plan, which is required by the Police and Fire Reform Bill, section 48, will be a key document, providing an evidence based set of outcomes for the delivery of local policing and facilitating intelligence led policing and partnership working.

Measuring performance against these outcomes will also provide the framework against which the Local Police Commanders can be held to account by their communities, the community planning partnership and whatever local scrutiny arrangements will replace Police Boards. There will also be a requirement to ensure that local performance measures are linked to the Scottish Policing Performance Framework.

The Published Police Plan

It is intended that this document will be submitted to the Local Authority along with The Committee Report and will show Priorities and Outcomes under the suggested headings of Diversity and Equality (Statutory duty), Creating Safer Communities (National Priorities), Dealing with Local Concerns (Local Priorities), Delivering an Excellent Service (Quality of Service) and Community Engagement Standards. It is intended that this document should be no larger than could be produced on two pages of A4 and will suitable for publication and public display.

The Action Plan

This document will contain actions or outputs necessary to be undertaken in order to achieve the outcomes under each priority articulated in the Police Plan. It is envisaged that a performance management process will be developed alongside this action plan to enable police and partnership managers to accurately assess progress at regular reporting intervals.

- 5.7 Given existing joint working between Central Scotland Police and the Council, work can be taken forward fairly straightforwardly to build on the existing

strategic partnership assessment and begin to identify the local policing priorities for Clackmannanshire. This can be used to populate the Local Policing Plan once further guidance is received from the National Police Reform Team in regard to content and standardised format.

- 5.8 In terms of the development of local scrutiny arrangements, there are a number of potential options which the Council could consider based on its existing governance arrangements. These include:
- a) using the Housing, Health & Care Committee as the scrutiny body for the local policing and fire plans (this committee has community safety within its remit)
 - b) using the Resources & Audit Committee as the scrutiny body for the local policing and fire plans
 - c) using the Council as the scrutiny body for the local policing and fire plans
- 5.9 Options also exist to establish an additional committee, or committees, to undertake the scrutiny function (e.g. Police & Fire Committee, Community Safety Committee). Depending on the Council's preferred option in relation to the appointment of the local police commander, a joint board with another council could be an option.
- 5.10 It is considered that on balance the most appropriate arrangement in the first instance would be for the Resources & Audit Committee to be the scrutiny body for local policing and fire plans. This is because of the remit that Committee has in relation to community planning. The local plans themselves would be submitted for consultation to the councils' committees prior to being formally approved by Council.

Fire

- 5.11 Work on developing the Scottish Fire & Rescue Service is advancing along similar lines as the police although has a lower public profile.
- 5.12 A Transitional Fire & Rescue Framework for Scotland has been published to provide guidance and support on the priorities and objectives while the process of reform is underway.
- 5.13 The document sets out the expectations of the Fire & Rescue Authorities in contributing to the fire reform agenda, ensuring a smooth introduction for the new Service whilst maintaining current fire & rescue outcomes. It also seeks to protect the people, resources and processes that will underpin the future service.
- 5.14 Four key workstreams have been agreed: Prevention and Protection, Response and Resilience, Workforce, and Business Support, each of which will encompass a number of specific projects. Work to deliver these projects will be taken forward by individuals from all eight of the current Services. In addition, the Scottish Government will lead on a small number of projects on key areas around accountability and governance. This Transitional Fire and Rescue Framework, in conjunction with the Blueprint for the single service,

provides the overarching vision and co-ordination. The Framework sets out a range of priority outcomes, activities and associated performance indicators which are to be applied across all authorities.

- 5.15 Locally, a meeting took place in August attended by the chief officer representing Central Scotland Fire & Rescue Service, Clackmannanshire representatives on the Joint Fire Board, the Council Leader and the Council's Chief Executive.
- 5.16 There is less clarity on the operation of the local model in respect of the fire and rescue service but further meetings with chief officers are planned and the fire service is engaged in work with the Council regarding the revision of the 2013-14 Clackmannanshire SOA.

6.0 Other Issues

- 6.1 Aside from ensuring continuity of local policing post April 2013, there are also several broader issues relating to services which are currently delivered in partnership such as emergency planning (at Forth Valley level) and out of hours communications (delivered on behalf of the Council by Central Scotland Police).
- 6.2 In respect of emergency planning, a separate review is taking place at national level in the context of move to single police and fire services to ensure that the robustness of the arrangements which exist currently via existing Strategic Co-ordinating Groups is not undermined. At local level, the SCG is organised at Forth Valley level and has operated very effectively with the direct involvement of the Chief Constable, Firemaster and council Chief Executives. It is unclear as yet what impact the planned organisational structure of the new national services will have on current effectiveness
- 6.3 In respect of out of hours contact centre, there will be no immediate impact on this service as there will be continuity of existing local force communication arrangements beyond April, 2013. Clackmannanshire Council is not unique on having bilateral arrangements with local police services and it is expected that consideration will be given to these issues on an ongoing basis. Council may be interested to know that there are plans with the new Police Service for Scotland to introduce a single non-emergency number (101).
- 6.4 Finally, Central Scotland Joint Police Board wishes to ensure that Central Scotland Police is effectively managing the transition towards the new service and making the necessary arrangements for local policing. At the Board meeting on the 30th August 2012, it was agreed that Councillor Les Sharp, Vice Convenor, would act as the Board Champion for Reform in respect of Clackmannanshire Council and provide a conduit for any formal engagement at Board/Council level.

7.0 Conclusions

- 7.1 In its response to various consultations on police and fire reform, the Council unanimously agreed that retaining the key principles of local accountability, effective local governance arrangements and a voice for Clackmannanshire

were fundamental to effective local policing and fire services in the context of all Scotland services. It is important that the Council continues to take the opportunities which are open to it to shape the future governance and organisational landscape to ensure that these principles are given, and continue to be given, effect.

8.0 Sustainability Implications

8.1 No implications

9.0 Resource Implications

9.1 *Financial Details - no implications*

9.2 *Staffing - no implications.*

10.0 Exempt Reports

10.1 Is this report exempt? No X

11.0 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	<input 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 type="checkbox"/>
The Council is effective, efficient and recognised for excellence	X

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

12.0 Equalities Impact

12.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes No X - not applicable.

13.0 Legality

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

14.0 Appendices

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

None

15.0 Background Papers

15.1 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) :

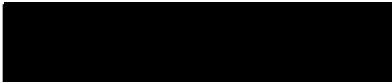
Yes:

1) Police & Fire Reform (Scotland) Act 2012

2) Letter from Acting Chief Constable, CSP, to Council Chief Executive dated 11 September, 2012

3) Transitional Fire & Rescue Framework for Scotland, 2012

Author(s)/Approved by

Elaine McPherson	Chief Executive	
---------------------	--------------------	---

Report to Council

Date of Meeting: 11th October 2012

Subject: ICT Strategy

Report by: Director of Finance and Corporate Services

1.0 Purpose

- 1.1. The purpose of this report is to present to Council ***Better Connected Clackmannanshire*** an Information and Communications Technology (ICT) Strategy for the period 2012-2017 and the Information Strategy for the same period.

2.0 Recommendations

- 2.1. It is recommended that Council adopts the attached ICT Strategy and Information Strategy for the period 2012-2017.

3.0 Considerations

- 3.1. The Council's previous ICT Strategy covered the period 2009-2012 and a new statement of the Council's vision and principles for ICT is required.
- 3.2. The Draft Corporate Plan 2012-2015 identifies investment in ICT infrastructure as a priority action.
- 3.3. The ICT strategy sets out the vision, principles and strategic direction for the Council's use of ICT, and is attached as **Appendix 1** to this report. This Strategy is also consistent with the Scottish Government's ICT Strategy proposals for local government.
- 3.4. A detailed investment and asset management plan to support the ICT Strategy will be developed for consideration by the Council's Capital Investment Forum.
- 3.5. The ICT Strategy is closely aligned to both Governance and Information Strategies to ensure a coherent approach to corporate governance.
- 3.6. The Council does not have a formal Information Strategy currently.
- 3.7. The Information Strategy sets out how the Council aspires to manage information in the future. This is particularly relevant as legislative changes

increase the expectations of citizens, central government and external organisations. The Information Strategy, attached as **Appendix 2** to this report.

4.0 Sustainability Implications

- 4.1. The strategic direction of consolidating and sharing ICT resources set out in this Strategy will contribute to reducing the Council's energy consumption.

5.0 Resource Implications

5.1. Financial Details

- 5.2. There are no financial implications arising directly from the ICT element of this report. A supporting Capital Asset Plan will be developed and presented to the Capital Investment Forum.

- 5.3. The Council needs to consider arrangements for the management of information in the future. A full review will be carried out that will consider how this function is currently managed and how resources might be better aligned.

5.4. Staffing

- 5.5. There are no staffing implications arising directly from this report.

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

- | | |
|--|-------------------------------------|
| 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 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 Not applicable

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

- 1 Better Connected Clackmannanshire ICT Strategy 2012-2017
- 1a ICT Vision Pictogram
- 2 Information Strategy
- 2a Information Vision Pictogram
- 2b Implementation programme - information management Pictogram and actions

11.0 Background Papers

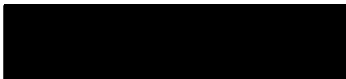
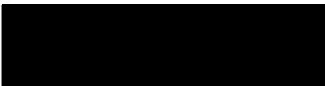
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

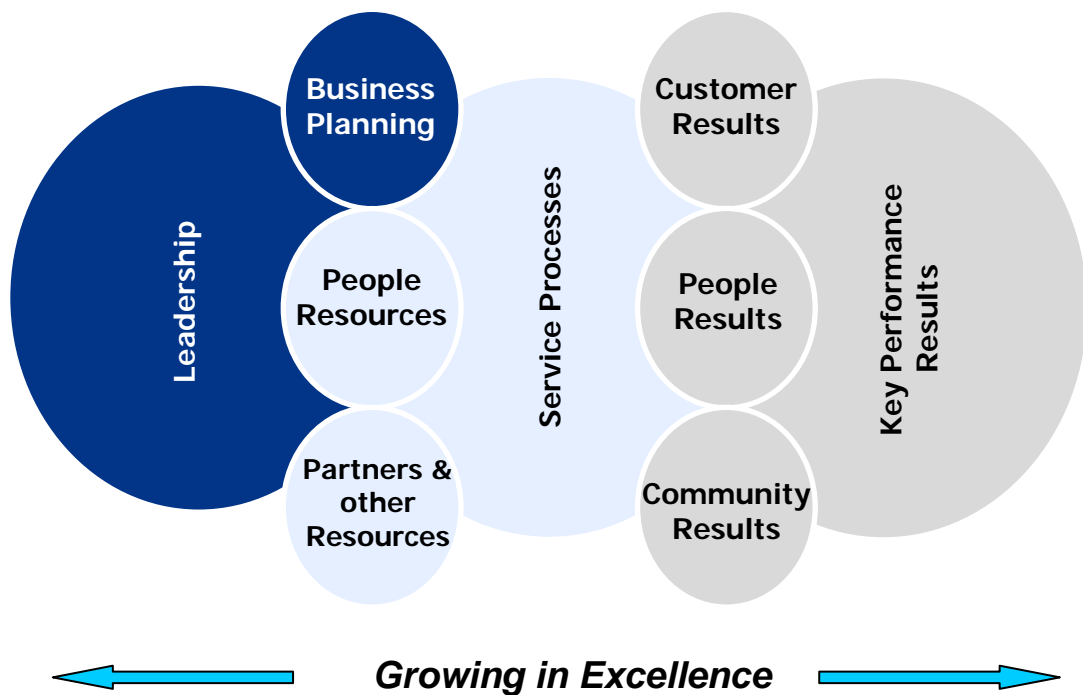
NAME	DESIGNATION	TEL NO / EXTENSION
John Munro	ICT Service Manager	x 2150

Approved by

NAME	DESIGNATION	SIGNATURE
Julie Burnett	Senior Support Services Manager	
Nikki Bridle	Director Finance & Corporate Services	

ICT STRATEGY 2012-2017

Better Connected Clackmannanshire



CONTENTS

Foreword

Introduction

Vision and Mission

Principles

Implementation Actions

Foreword

Our vision is to be recognised as a Council that Grows in Excellence.

Clackmannanshire Council remains committed, despite the increasing demands and financial constraints placed upon local government, to broad and ambitious strategic objectives designed to facilitate the physical, social and economic regeneration of Clackmannanshire, and help reduce inequalities in the area.

In order to achieve these objectives the Council must have a robust and effective governance framework in place to ensure that our values, people, systems, processes and resources are aligned to secure the best possible outcomes for Clackmannanshire.

Our Governance Strategy identifies the key elements of good and effective governance within a local authority.

Our Information Strategy guides us towards a coherent, integrated environment where information can be managed and delivered in support of our strategic objectives.,

Information and Communications Technology (ICT) provides the infrastructure and delivery mechanisms which support the Information Management objectives envisioned in the Information Strategy.

ICT is an enabling technology which can help provide better public services for less cost. The use of ICT to increase public sector efficiency is a key component of national and local strategies to continue to deliver better public services in challenging economic circumstances..

Effective ICT is critical to the operation of Clackmannanshire Council and the delivery of services it provides to citizens, customers and businesses.

This ICT strategy complements the Information Strategy and describes how Clackmannanshire Council will develop its use of ICT to continue to provide public services effectively in a changing and uncertain context.

The purpose of the ICT Strategy is to :-

1. set out the Council's Vision for ICT
2. illustrate how the principles of the ICT Strategy align with the key elements of the Information Strategy and the overarching Governance Strategy;
3. set out the Council's ICT Mission ;
4. set out the key principles which will underpin the ICT Strategy
5. articulate the Strategy and identify the key elements for implementation

Introduction - Drivers for Change

We live in a time of unprecedented organisational, economic and technological change. ICT in the public sector has matured and changed significantly in the last 10 years as new technologies have made possible new ways of working.

Many of the ICT systems in use in the public sector have been in place for many years and while they have been developed and updated over the years they are fundamentally not well suited to modern ways of working which call for systems to be web-based, able to share data, and available on a variety of devices. One of the major challenges being faced is how to manage the change from these legacy systems to newer systems whilst protecting both the data itself and the investment which has already been made in these systems.

Clackmannanshire Council has a good record of putting in place cost effective and innovative technology solutions which are reliable, robust and appropriate to the needs of Clackmannanshire. Despite this, Clackmannanshire faces many of the common challenges faced by the wider public sector. In addition, while Council offices are well served, Clackmannanshire does not yet have the widely available high speed broadband infrastructure which makes possible many of the new ways of working and accessing services.

The Scottish Government commissioned the McClelland Report into the state of ICT in the public sector in Scotland which was published in June 2011. McClelland identifies the following benefits offered by the use of ICT

- Enabling Organisation-Wide Productivity and Savings
- Making Services More Effective
- Making it Easier to Access Service
- Enabling Shared Services
- Supporting Sustainability

The principles identified in the McClelland Report ¹ are reflected throughout this Strategy.

In January 2012, the Scottish Government published its Digital Infrastructure Action Plan². This action plan outlines a commitment to a world-class, future proofed infrastructure that will deliver digital connectivity across the whole of Scotland by 2020. The purpose of this plan is to deliver a step change in people's ability to access the internet, enabling people to connect from their homes, businesses and while on the move.

¹ Report by John McClelland C.B.E. on his Review of ICT Infrastructure in the Public Sector in Scotland. <http://www.scotland.gov.uk/Resource/Doc/351231/0117794.pdf>

² Scotland's Digital Future - Infrastructure Action Plan <http://www.scotland.gov.uk/Resource/0038/00386525.pdf>

We have identified the following challenges for ICT in Clackmannanshire, many of which are interconnected:

- driving change and generating efficiencies across the Council's business
- financial pressures across all public sector services resulting in the need to do more with less
- an increasing need for citizens to access Council services through a variety of channels, including online, using a range of personal devices, such as tablets, laptops and smart phones
- the sharing of data, infrastructure and services with other agencies whilst at the same time balancing the need to ensure compliance with statutory obligations and apply good practice with regard to information security
- the provision of support for learners and teachers in the rapidly changing and expanding use of ICT in education and the continued development of "any time, any where" learning including access to the Glow national schools intranet
- the development of a sustainable model for providing 1:1 access to devices in schools and for refreshing hardware regularly to keep in line with emerging technologies.
- the provision of sufficient and appropriate ICT staff resource at the correct time to ensure that new Service led projects are delivered on time and that benefits are realised.
- the provision of support for the Council's approach to shared services and to put in place a sustainable model of support and service delivery to shared services in Education and Social Services.
- the need to deliver high speed internet access throughout Clackmannanshire to improve access to services for citizens and stimulate economic growth.

ICT Strategy - Our Vision

Our ICT Vision is in alignment with the fundamental elements of the Council's overarching Governance Strategy namely :

1. Our leaders recognise the importance of effective ICT and promote a culture of innovation, collaboration and consolidation
2. Our ICT systems are customer focused, easy to use, available, reliable, flexible and meet the needs of all of our stakeholders
3. We apply professional standards and practices to the development, management and use of our ICT systems to ensure that risk is managed effectively
4. We use appropriate tools to ensure that projects are planned and delivered effectively and that we know what our ICT assets are and manage them in a planned and systematic way
5. Our ICT systems and processes demonstrate best practice, strong governance and comply with statutory and legislative requirements to protect the integrity of the information contained within our systems.
6. Our ICT systems ensure that information is available and accessible at the right time to support and inform our decision making and deliver our strategic objectives.
7. We know how well our ICT systems are performing and we proactively monitor and adapt our systems in response to developing needs.

ICT Strategy - Our Mission

Our mission is to ensure that Clackmannanshire is a community which is well connected, and in which citizens and customers can easily access services, businesses can grow and access digital markets, students can easily access learning and where the Council uses ICT effectively to provide citizen focused public services.

ICT Strategy - Our Principles

Five guiding principles will be used to support the development of the future ICT Applications and Architecture throughout the Council and across the county. We will use these as a default set of criteria when considering and making recommendations on ICT investments.

The five guiding principles are shown below:

Principle	Outcome	Evidenced by
Functionality	Adaptable to business needs	Ease of use Fit for purpose Ease of future development Supports Corporate Plan
Maintainability	Stable, reliable and upgradable	Ease of repair in event of failure Reduced impact of upgrade/adaptation on availability/Reliability Cost of maintenance
Scalability	Able to achieve economies of scale Flexible use	Ease of adapting to local needs Ease of growth and re-use Ease of consolidation
Interoperability	Integrates with internal Council systems and between external partners	Integrates with existing investments Conforms to standards Open and published interfaces
Affordability	Value of IT is realised	Supporting Business Case Lower overall lifecycle costs Lower procurement costs Lower support costs Lower incremental development costs

ICT Strategy - Measuring progress

Progress in implementing the ICT Strategy will be reviewed in line with the Service Planning process through monitoring of Service Plans and Operational Plans and reported upon annually.

ICT Strategy - Implementation Actions

Our Information and Communications Technology Strategy has the following aims

- **to improve connectivity and access to services for the citizens of Clackmannanshire.**
- **to use ICT to enable modern, smarter ways of working which enhance the capacity of the Council to serve the needs of its citizens while reducing our impact on the environment.**
- **to ensure that information is protected and well managed.**
- **to ensure that investment in ICT systems has a clearly defined business requirement that will deliver efficiencies and service improvements in support of the Council's wider strategies.**
- **to put in place a reliable and flexible modern infrastructure which is user friendly, fit for purpose and appropriate to the needs of the citizens, customers and officers of Clackmannanshire. This infrastructure will be sustainable and will represent value for money.**

To implement the Strategy we will do the following :

1 Focus on Customer needs

We will provide a choice of access channels so that all users of Council services, both citizens and council officers, can access our services efficiently and at a time and in a way which meets their needs. We will ensure that our access channels are in step with the developing technologies increasingly being used throughout society today.

We will take steps to ensure that Council services are accessible and are available to all and are linked seamlessly, so that users of Council services are not asked to provide the same information more than once and providers of Council services are better able to identify, reach and meet the needs of service users

We will ensure that Council services are used by e-citizens through effective promotion of available and accessible new technologies and helping local people to gain the necessary skills and access to take advantage of them.

We will engage with our internal customers through our Governance processes to ensure that ICT based systems are fit for purpose and support officers in delivering Council services.

2 **Improve Access to ICT**

We will improve access to Information Technology for the Community by working with Government, external agencies and commercial providers to improve the quality and availability of broadband services for domestic and residential properties in Clackmannanshire.

We will seek to utilise spare capacity in Council ICT systems to support the wider use of ICT in the Community.

We will provide access to ICT systems in our communities to help further access to essential on-line services and to provide access for communities who might otherwise be digitally disadvantaged

3 **Work with Partners**

There will be a presumption in favour of sharing systems with other agencies. The Council will explore the option of shared systems as part of any new system development. We will seek to develop beneficial relationships with internal and external partners in the areas of

- Information Sharing
- Organisational Infrastructure
- Procurement
- Shared systems and ICT Infrastructure

We will develop further our partnership with shared services colleagues to support the provision of social services and education with Stirling.

We will use the guiding principles described within this document to help us to identify and evaluate the benefits of sharing systems and services with partners.

4 **Simplify & Standardise**

We will seek to reduce and optimise the number of different systems used across the Council

When new systems are either proposed or required to replace ageing systems, full consideration will always be given to the opportunity for exploiting or integrating with existing systems

We will strive to develop and deliver solutions that ensure that information is collected once and is available for use by any/all appropriate systems and people We will review and optimise the number of systems and data stores in existence, looking to consolidate on Corporate level solutions, thereby reducing costs

5 **Manage Performance**

We will monitor the use of our ICT systems and report upon their effectiveness

6 **Develop our People**

We will seek to exploit the technologies available to us by ensuring that Council officers are well trained in the delivery, integration and use of

our ICT Systems and have the ability to identify and develop innovative solutions

7 Improve our Sustainability

We will maximise the return on investment of ICT resources by streamlining our infrastructure to use fewer physical devices and by seeking to re-use assets wherever feasible.

We will proactively manage the energy consumption of our ICT infrastructure, reducing our power requirements wherever possible, which will in turn reduce our impact on the environment.

We will seek to develop models of device ownership and replacement which will ensure that all of our students have access to modern computers and other devices to support their learning.

8 Manage Information and Knowledge

We will streamline our management of information and remove/reduce duplicate information sources and that our systems and processes effectively and efficiently support implementation of Information Management Policy Framework

Increasingly the Council is required to share data with external partners. We will work in partnership with other stakeholders to ensure that Data Sharing Protocols are agreed and complied with across the organisations involved.

9 Enable Flexible Working

We will put in place systems which allow officers to be flexible in their use of the available office space within the Council, and which enable us to share premises with partner organisations

We will put in place ICT systems which allow staff to deliver services from any Council location and develop our capacity to use mobile technologies to make us more efficient

We will ensure that when we deploy solutions, they are matched to identified business needs and we will work with officers and customers to design our services so that our staff will enjoy more efficient working practices and will be able to spend more time working with customers or out in the community; and Councillors will have better information available to help them serve their communities even more effectively.

We will ensure that our staff have the skills and behaviours to respond to changes in technology, changes in business needs, and changes in organisational structures.

10 Build Flexible Infrastructure

We will develop our infrastructure to maximise sharing and re-use of hardware and software in order to maximise investment and make it

easy for our staff and customers to use, and to make it easy for our Officers to communicate regardless of location

11 Enable Flexible Learning

We will work towards implementing an infrastructure which allows learners to access learning from anywhere and to use personal devices for learning in Council establishments

12 Embed Good Governance

In line with best practice we will convene a Governance Group consisting of appropriate senior managers. The Governance Group will be responsible for reviewing progress against the ICT strategy and setting the future strategic direction

The Governance group will

- Own this strategy.
- Shape and oversee the delivery of the vision for the future of Clackmannanshire's ICT.
- Actively promote ICT as a corporate asset across the Council and to ensure that the best use of that asset is made.
- Help ICT use become consistently high quality Council wide and joined up.
- Review and challenge the priorities for, and approaches to ICT against the Council's business needs on an ongoing basis.
- Advise the rest of the Council on the best use of and priorities for ICT and its resources.
- Liaise with Governance Groups established to support Shared Service with other Partners

We will seek to manage ICT spend to ensure best value, through centralising ICT budgets and through centralised and collaborative procurement.

We will use quality tools and frameworks to ensure that our approach to dealing with our customers is based upon best practice.

13 Manage our Assets

We will ensure that we know what our ICT assets are, what their value is and will manage and deploy them effectively

14 Meet our Corporate Responsibilities

We will comply with all local, national and UK standards regulations and guidelines and direction for the delivery of ICT services including information security, Freedom of Information and Data Protection Acts, and the WEEE directives.

We will take positive action to improve accessibility and minimise disadvantage for customers and employees with characteristics protected by the Equality Act 2010.

We will endeavour to lead by example on current & future corporate sustainability priorities including Green IT, Fair Trade, Carbon Management, Sustainability, and Waste Management

15 Update our Infrastructure and Deploy new Technologies

We will put in place technology solutions which support the aims of the ICT Strategy. Technology will be targeted in three main areas

- Using ICT as a driver for business change
- Providing innovation
- Increasing effectiveness and agility

We will publish an ICT Asset plan which will detail our technology platforms, acquisition and maintenance strategies for our major systems. The Asset plan will set out our investment programme which will provide the infrastructure to deliver the ICT strategy. The Asset plan will be constructed in the full knowledge of the financial restraints public services are operating within and will seek the most efficient and effective solutions.

We will update and modernise our core council systems to ensure that they are fit for purpose and a good fit for the next generation of ICT applications and infrastructure.

We will rationalise our ICT infrastructure, to be based around the refurbished Kilncraigs Mill building. We will ensure that smart ICT Infrastructure is embedded in the design of the new facility.

We will develop further our use of Virtualisation and Thin Client Technologies to reduce our energy use and to reduce the number of different physical devices used in our infrastructure

We will continue to develop and integrate applications to maximise the efficient use of business information we hold in our systems.

We will utilise private and public cloud architecture wherever possible to deliver services. We will move applications to the Cloud and shared service where business benefits can be demonstrated.

We will move applications and services to the Web as our standard interface where this is practicable

As technology develops we will integrate our voice and data network with mobile, email, messaging, video and other communications systems to leverage the advantages of Unified Communications.

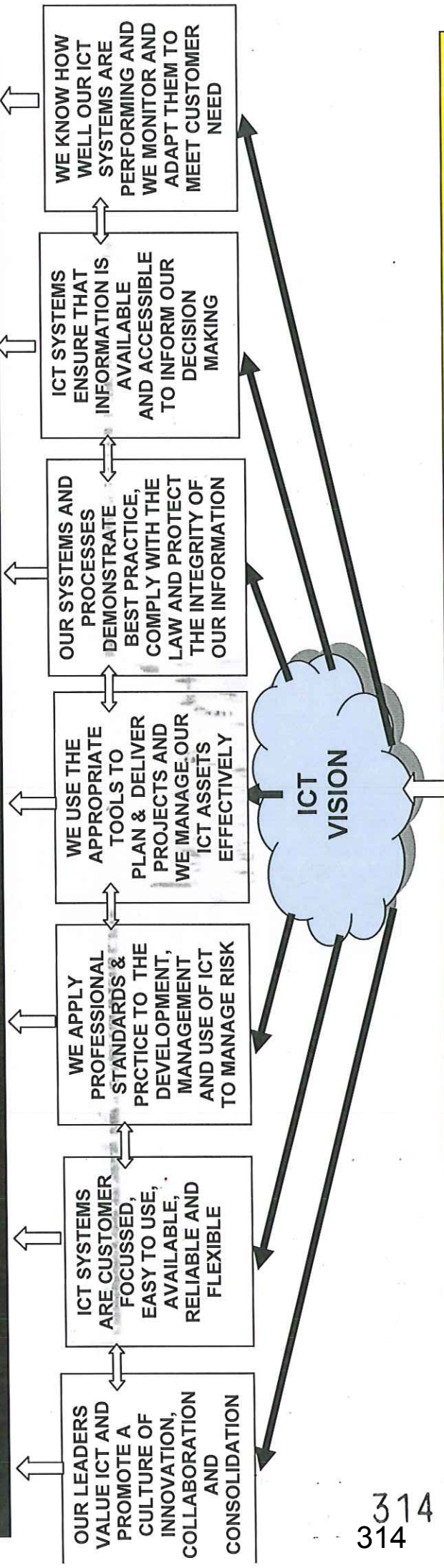
We will continue to develop our remote access solutions to enable access to the Council network from any location. We will seek to deploy solutions which make this as easy as possible for end users while still satisfying our obligations to maintain effective security

We will develop our network infrastructure and security systems to support the trend towards personalisation of devices, including the ability to Bring Your Own Device, especially in our educational establishments.

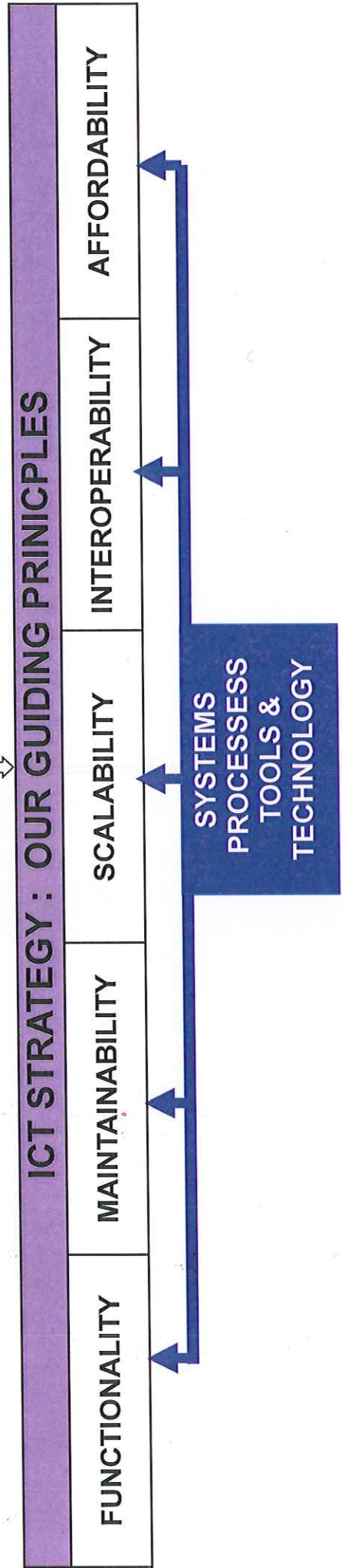
We will develop the use of modern mobile platforms such as tablets, net books and smart phones to exploit the benefits they offer in usability and flexibility

We will make suitable arrangements to assure business continuity and disaster recovery to ensure that risks to service delivery are effectively managed.

GOOD GOVERNANCE OUTCOMES :
 Clackmannanshire has the ICT capacity to enable the community to learn, develop, grow and prosper

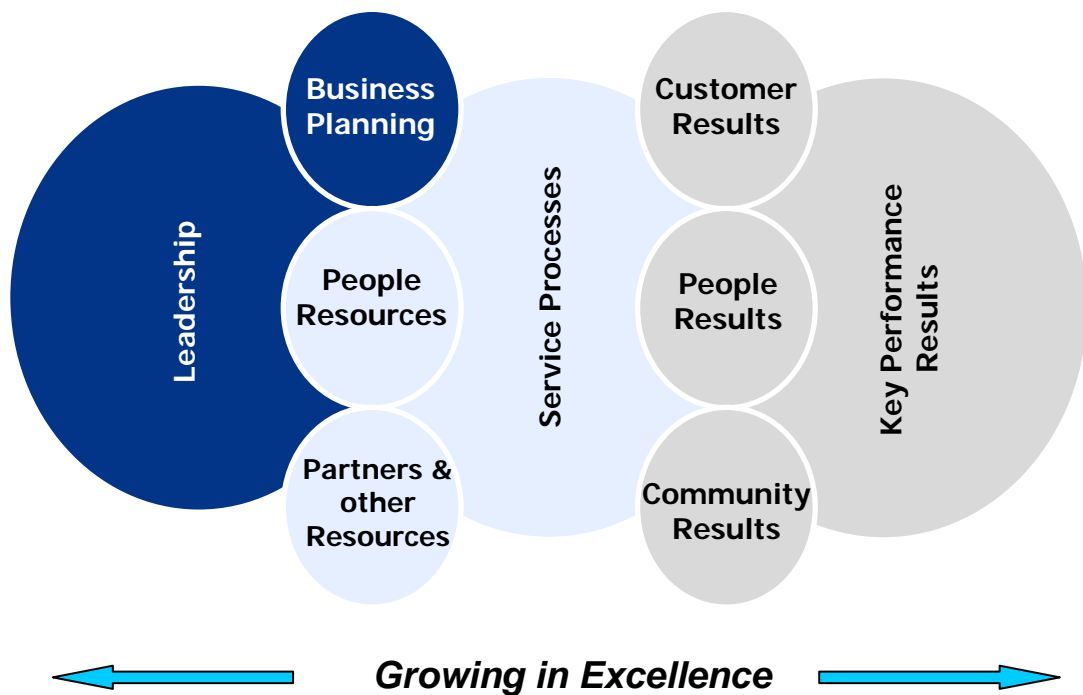


314
314



INFORMATION STRATEGY 2012-2017

better informed - better decisions



CONTENTS

Foreword

Introduction

Vision and Mission

Principles

Implementation Actions

Foreword

Our vision is to be recognised as a Council that Grows in Excellence.

Clackmannanshire Council remains committed, despite the increasing demands and financial constraints placed upon local government, to broad and ambitious strategic objectives designed to facilitate the physical, social and economic regeneration of Clackmannanshire, and to help reduce inequalities in the area.

In order to achieve these objectives the Council must have a robust and effective governance framework in place to ensure that our values, people, systems, processes and resources are aligned to secure the best possible outcomes for Clackmannanshire.

Our Governance Strategy identifies the key elements of good and effective governance within a local authority, namely:-

- leadership, values and culture
- engagement with stakeholders
- risk management
- planning and performance management
- internal and external compliance and accountability
- information and decision making
- evaluation and review

The availability and accessibility of good quality information is integral to the effectiveness of our governance arrangements and a determining factor in the success or failure of the Council in achieving its strategic objectives.

Information is the lifeblood of any organisation and as such, timely and trustworthy information is a valuable corporate asset which requires to be properly managed and appropriately protected. As an organisation we possess a vast amount of data in a variety of formats which we convert into information to then be used for various purposes. The need to effectively manage information is crucial and the purpose of this Information Strategy is to guide us towards a coherent, integrated environment where information can be managed and delivered in support of our strategic objectives.

The purpose of the Information Strategy is to :-

1. set out the Council's Information Vision;
2. illustrate how the principles of the Information Strategy align with the key elements of the overarching Governance Strategy set out the Vision ;
3. set our the Council's Information Mission ;
4. set out the key principles which will underpin the information strategy
5. articulate the Strategy and identify the key elements for implementation

Introduction - Drivers for Change

Information needs to be recognised as a valuable corporate asset and managed accordingly. As the public sector reforms and financial constraints increase, it is essential that we operate in the most efficient and cost effective way possible. We are required to look at new and innovative ways of delivering our services with greater emphasis than ever before being placed on, for example, partnership working and sharing of services, flexible /remote working, in-sourcing and outsourcing. At the same time the demand for service delivery is changing and expectation of excellent customer service is increasing.

In order to continue to meet the needs of customers in such a demanding and financially constrained environment, we need to;

- 1 optimise our efficiency and effectiveness ;and
- 2 maximise our potential

Accordingly we need to manage our information and exploit our systems to ensure that our internal processes are as streamlined and efficient as they can possibly be. A holistic approach needs to be taken to ensure that our processes, systems, information, applications and technology infrastructure work towards achieving technical standardisation and integration to enable us to achieve our business objectives in the most efficient and cost effective way.

Information Strategy - Our Vision

Our Information Vision is in alignment with the fundamental elements of the Council's overarching Governance Strategy namely :-

1. our leaders value information as a corporate asset and ensure that our systems, processes and resources support the effective management and use of that asset; and we have a culture of openness and transparency
2. information is used and shared responsibly to meet the needs of our internal and external stakeholders
3. we gather and use information appropriately in order manage and control risk effectively
4. we have sufficient knowledge and information to support good service design and delivery, effective business planning and robust performance management.
5. our information systems and processes support effective internal control and compliance
6. our information systems and processes ensure external compliance and accountability
7. we have good quality information available and accessible at the right time to support and inform our decision making and deliver our strategic objectives

8. we review and evaluate our knowledge and information systems to ensure that they continue to support our governance framework,

Information Strategy - Our Mission

Our mission is to ensure that the right information is available to the right people, at the right time, to support and inform effective decision making, enable the proactive management and control of risk and ultimately to secure better outcomes for the people of Clackmannanshire

Information Strategy - Our Principles

Ensuring that the right people have the right information at the right time to inform and support their decision making is a huge challenge for any public sector organisation. This is due primarily to the sheer volume of information that public bodies like local authorities process, but also because historically, greater emphasis has been attached to developing the systems, technology and applications to process information, as opposed to focussing on the quality and value information itself.

This information Strategy seeks to take a holistic approach to the use and management of information so that it can best support the aims and objectives of our organisation.

The Strategy recognises that effective information management is dependent not only upon having the right technology and tools in place, but more importantly ensuring that our people recognise the value of information and are sufficiently knowledgeable, skilled and empowered to exploit Information to its fullest extent.

The responsibility for managing Information effectively rests with every individual at every level of the Council. A similar responsibility will rest with our strategic business partners and other external agencies where they are processing our information. To ensure that we manage information appropriately and effectively, Members, Managers and Staff, and any relevant third parties need to adhere to the following key principles:-

INFORMATION is :

- 1 ACCURATE**
- 2 ACCESSIBLE**
- 3 AVAILABLE**
- 4 VALUED**
- 5 USED**
- 6 SHARED**
- 7 MANAGED**

Principle 1 : Information is accurate

Rationale :

Elected Members, Staff, partners, and the community need to be able to trust the information that is being used to make decisions, determine priorities and deliver services. Information therefore has to be accurate, of good quality and fit for purpose and the systems and processes used must be capable of identifying error and correcting inaccuracies.

The Council is the custodian of vast amounts of data. Disparate systems, processes, tools, technologies and the human element all create opportunity for duplication and error. Data needs to be valid and clean if it is to be useful.

Principle 2 : Information is Accessible

Rationale :

We need to be able to access information in a timely manner, from both internal and external systems and sources.. The success of our day to day business and the quality of our decision making is dependent upon the free flow of relevant information.

Our systems and processes must be user-centric to ensure maximum access and benefit. The tools and technologies employed must be fit for purpose in supporting the maximum exploitation of information as a resource.

Information cannot be used if it is inaccurate, inaccessible or unavailable. It is essential therefore that our tools, systems and processes are robustly designed and integrated to provide access to clean, valid information when it is required.

Principle 3 : Information is Available

Rationale:

As a Council we believe in being open, transparent and accountable and we both recognise and believe in the public's right to information.

Providing information whether it be internally to Elected Members, Managers or colleagues or externally to individuals, outside bodies or agencies, the wider community, must be recognised as a core element of our business subject of course to any legislative restrictions. We must be aware of the legislative framework governing this and the public's right to information must be embedded into our day to day processes.

Principle 4 : Information is Valued

Rationale :

Information is the lifeblood of a Council . Without information no Council could function. We have a responsibility at every level of the organisation to appropriately safeguard our information to ensure that it is accurate, secure, used and managed appropriately as we would with any other valuable corporate asset . Accordingly how we manage and protect information must be incorporated into our business planning processes and our risk management system. We all need to recognise the value of information and maximising the potential of our information should be a core to our business.

Similarly our processes and systems must afford adequate protection of our information to ensure that it is trustworthy and secure.

Principle 5 : Information is Used

Rationale :

We are continually gathering and processing information for a whole variety of different purposes.

The information we hold is accessed and used by a number of staff across different services. In order to embed the principles of this strategy, we must develop our people to recognise the value of information and how it is used and provide them with sufficient knowledge and skill to be confident and competent in its use.

Principle 6 : Information is Shared

Rationale :

Timely access to trustworthy information is essential to effective and efficient decision making and service delivery. It is more cost effective, efficient and safer to maintain timely accurate information in a single application and then to share it than it is to maintain duplicated information in multiple applications.

As well as decision making and service delivery, sharing information is key to effective stakeholder engagement and partnership working which are increasingly a significant aspect of the day to day business of a local authority.

Principle 7 : Information is managed

As with any asset of value, information requires to be adequately, appropriately and actively managed over its lifecycle to ensure that its ongoing use is optimised and exploited to the fullest extent.

This principle underpins the others insofar as how well we manage our information will have a direct impact upon the quality and integrity of the information, our ability to access, use, share and make available information and will reflect the value that the organisation attaches to information.

The Strategy

Our Information Strategy is itself, very simple; as an organisation we will take a coherent ,holistic and enterprise wide approach to information to ensure that we use and exploit it to the fullest extent to better achieve our business objectives.

To implement the Strategy we need to :

- I. Develop a comprehensive information management policy framework, aligned to the principles of the Information Strategy. The policy framework shall be designed as a practical toolkit which shall cover;-
 - i. Information Access
 - ii. Information Use
 - iii. Information Sharing
 - iv. Information Security
 - v. Information Risk
 - vi. Information Compliance and Accountability
- II. Ensure that our ICT strategy is aligned with the principles of the Information Strategy and that our systems and processes effectively and efficiently support implementation of Information Management Policy Framework
- III. Streamline our systems and processes and work towards a single source of clean and valid data to be shared and used for multiple purposes.
- IV. develop appropriate data sharing accords to facilitate the sharing of personal data across different organisations to support the efficient and effective delivery of council services

INFORMATION MISSION : The right people have the right information at the right time



INFORMATION PRINCIPLES : Information will be :

- ACCURATE
- ACCESSIBLE
- AVAILABLE
- VALUED
- USED
- SHARED
- MANAGED



IMPLEMENTATION ACTIONS



ORGANISATION & CULTURE

- Adopt & Implement Information Strategy
- Recognise and value information as an asset
- Develop & agree Information Charter for Public & Staff
- Agree and implement corporate file structure
- Implement corporate retention schedules
- Conduct Information Audit
- Ensure information management and risk form part of business planning and performance management process
- Develop Data Sharing Accord and Protocols

PEOPLE

- Develop Information Toolkit for Staff
- Develop & deploy basic Data Protection awareness training for all staff
- Develop & deploy basic FOI(SA) and EIR awareness training for all staff
- Designate Information Risk Officers within each service area
- Designate Senior Information Risk Officer(s) within Governance Service to ensure accountability and compliance
- Designate senior officer with accountability for statutory duties in terms of Public Records (S) Act

SYSTEMS PROCESSES

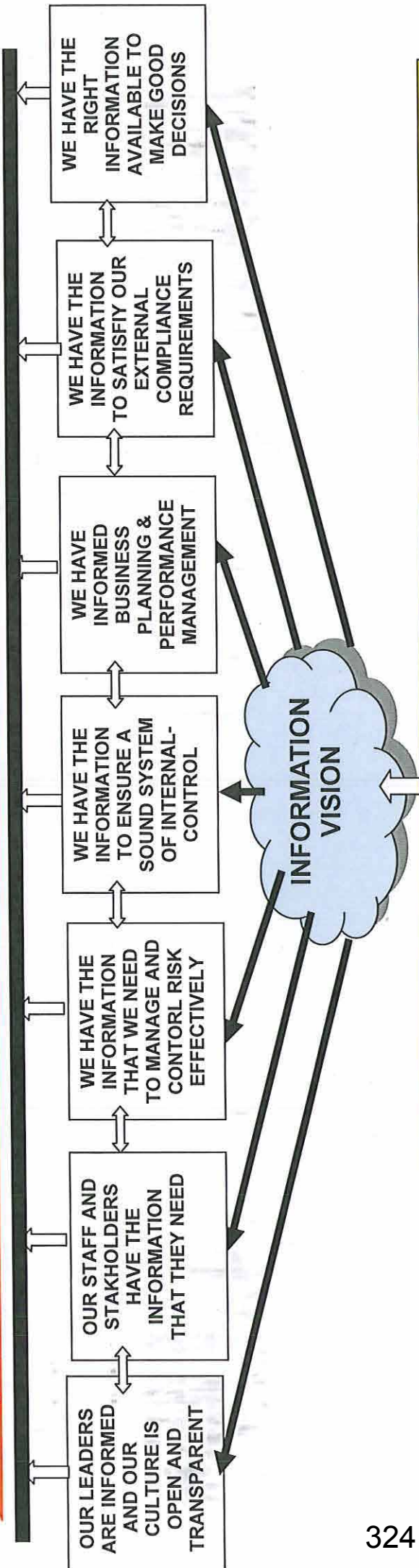
- Review and align :
- ICT Strategy & Policy
 - FOI(S)A process
 - DP - subject access process
 - Complaints procedure
 - Members' Enquiries procedure
 - MP / MSP Enquiries Procedures
 - Information Security policy
 - Deliver integrated HR/Payroll system
 - Rationalise systems across organisation
 - Conduct data cleansing exercises

LAW & REGULATIONS

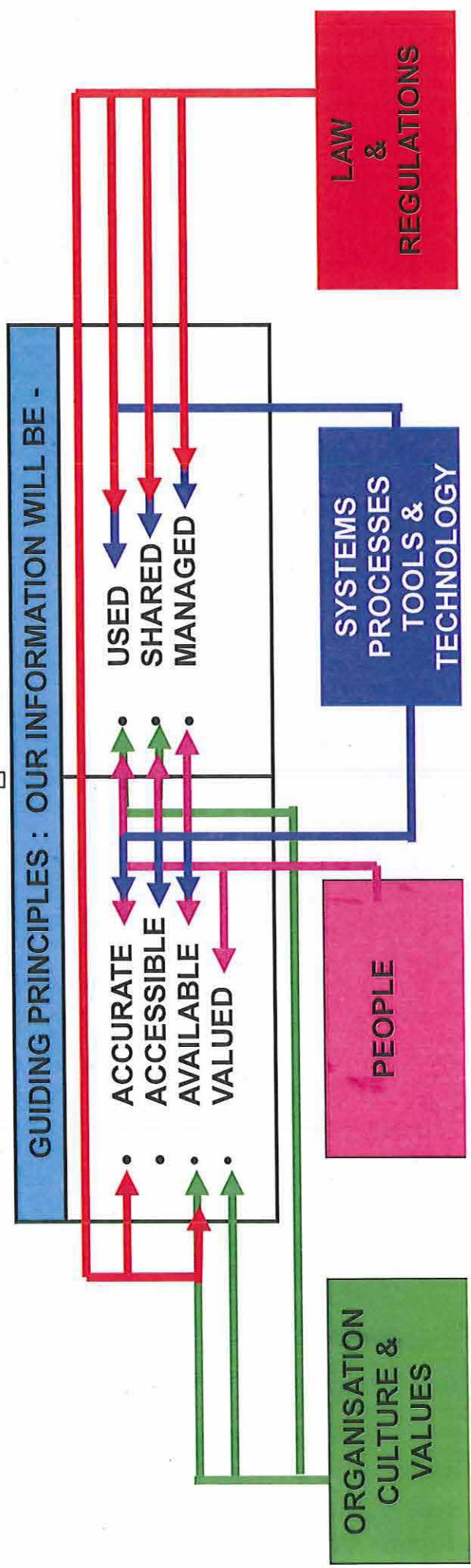
- Ensure that policy and procedures reflect the legal requirements re information under :
- Data Protection Act
 - Freedom of Information (S) Act
 - RIP(S)A / surveillance
 - Environmental Impact Regs
 - Public Records (S) Act
 - Duty to ensure "confidentiality"
 - Article 8 HRA
 - Financial / Audit Requirements
 - Commercially sensitive info
 - Disclosure Scotland /PVG
 - Child Protection legislation
 - Adult Protection legislation
 - Procurement legislation /requirements
 - Standards Commission
 - Code of Conduct

GOOD GOVERNANCE OUTCOMES :

The Council makes informed decisions at strategic and operational level which deliver better outcomes for the people of Clackmannanshire



INFORMATION MISSION : The right people have the right information at the right time



Report to Clackmannanshire Council

Date of Meeting: 11 October 2012

**Subject: Review of Pre-School Provision at Ladywell Nursery -
Approval to Consult on Proposals**

Report by: Head of Education

1.0 Purpose

- 1.1. This report seeks approval from the Council to conduct a formal public consultation, required under the Schools (Consultation) (Scotland) Act 2010, with a view to a proposed change in nursery provision in Tullibody from stand alone nursery to nursery class.
- 1.2. The proposed change would enhance children's learning experiences and would generate savings, making the service more efficient.

2.0 Recommendations

- 2.1. It is recommended that the Council:
 - a) agrees to formal public consultation on the proposals:
 - i) to merge education provision at St. Serf's Primary School and Ladywell Nursery School
 - ii) that the merged education provision is managed by the head teacher of St Serf's Primary School.
 - iii) that the nursery should be retained in its current building and operate as a nursery class of the primary school
 - iv) that Ladywell Nursery School should be renamed "St. Serf's Primary School Nursery Class".
 - b) notes that a report on the findings of the consultation will be brought back to Council on 14 March 2013.

3.0 Considerations

- 3.1. Clackmannanshire Council has already moved two nurseries into nursery classes within primary schools. Clackmannan Nursery School merged with Clackmannan Primary School as approved by council in June 2009. Tower Nursery School merged with Park Primary School as approved by council in

June 2011. Inspections conducted by Her Majesty's Inspectorate of Education, Education Scotland and The Care Inspectorate report that the quality of early years education has been sustained and built upon.

- 3.2. Ladywell Nursery School currently provides education to 3-5 year old children resident in the St Serf's catchment area. The nursery school is located beside St Serf's Primary School.
- 3.3. The current level and quality of pre-school provision would be enhanced by the proposed change. The staffing ratios in the nursery class would continue at the same level as is currently provided in the nursery school.
- 3.4. The new arrangements would support improved transition for children moving from nursery to primary education. The early stage of Curriculum for Excellence covers the age range 3-6 years. Early years provision in a nursery class supports greater continuity in learning particularly at the transition from nursery to primary 1. A single management arrangement is consistent with the principles of the Early Years Framework, published by the Scottish Government and COSLA.
- 3.5. The changes in management arrangements would generate a saving of around £53,610 per annum in a full financial year.

4.0 Sustainability Implications

There are no sustainability implications arising from this report

5.0 Resource Implications

5.1. Financial Details

- 5.2. There will be savings of £36,220 in 2013/14 and a further £17,390 in 2014/15. The only additional spend required will be some adaptation of perimeter fencing to make a secure entrance from the nursery to the school. The cost of this is in the region of £3,500

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

5.4. Staffing

There are no staffing implications in relation to the arrangements which exist currently for the management of nursery provision in Ladywell Nursery School or in St. Serf's Primary School. The merger of the nursery school and the primary school, if approved, will allow the deletion of the post of Headteacher, Ladywell Nursery School.

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 | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input 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)

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

9.2 The closure of any school requires that a formal consultation process be carried out in line with the Schools (Consultation)(Scotland) Act 2010.

9.3 Clackmannanshire Council has a duty to provide effective and efficient education under the 1980 Education (Scotland) Act. In performing this duty, the Education Service undertakes regular reviews of all its establishments to consider:-

9.3.1 The educational experience and quality of learning delivered.

9.3.2 How well the establishment meets the needs of children and young people.

9.3.3 The school estate strategy, including the key areas of:-

- Condition – A safe, secure environment
- Sufficiency – Schools that match demand

- Suitability – Supporting the delivery of better public services including the provision of the right facilities
- Life Cycle Management – Taking account of the longer term

9.3.4 The impact of migration both in terms of inward and outward migration and also impact of any planned house build.

9.3.5 Projection of future population needs and the services required to support these.

9.4 The cost of delivering services against available resources, including monitoring the cost per pupil.

10.0 Appendices

10.1 PROPOSAL DOCUMENT: August 2012

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)


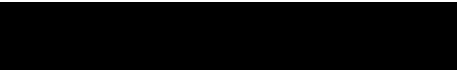
Yes (please list the documents below) No

Independent Review of Education 3-12 in Clackmannanshire

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Kirsteen Carmichael	Education Support Officer (Early Years)	01259 452449

Approved by

NAME	DESIGNATION	SIGNATURE
Belinda Greer	Head of Education	
Elaine McPherson	Chief Executive	

APPENDIX 1



Clackmannanshire Council
www.clacksweb.org.uk

Services to People: Education Service

PROPOSAL DOCUMENT: August 2012

Review of Education Provision

The following schools are affected by this proposal document

Ladywell Nursery School

St. Serf's Primary School

This document has been issued by Clackmannanshire Council for proposal in terms of the Schools (Consultation) (Scotland) Act 2010.

Any Ordnance Survey map data included within this document is provided by Clackmannanshire Council under licence from Ordnance Survey in order to fulfil its public function in relation to this public proposal. Persons viewing this mapping should contact Ordnance Survey Copyright for advice where they wish to licence Ordnance Survey mapping data for their own use.

Ladywell St. Serf's August 2012

Summary Proposal

It is proposed that:

Education provision at St. Serf's Primary School and Ladywell Nursery School should be merged and managed by the head teacher of St. Serf's Primary School. Ladywell Nursery School should be renamed "St. Serf's Primary School Nursery Class". with effect from 26 June 2013

Distribution

A copy of this document is available on the Clackmannanshire Council web-site

www.clacksweb.org.uk

A copy of the document will be provided for:

The Parent Council of each school
The parents of pupils on the roll of each school
Parents of children expected to attend the affected schools within 2 years of the date of publication of this proposal document
The pupils at the affected schools
The staff of the affected schools
Trade Union representatives of the staff at the affected schools
Relevant users of the affected schools
Councillors in Clackmannanshire West ward
Tullibody Cambus Community Council
The constituency MSP
Superintendent Alloa Police
Chief Executive NHS Forth Valley
Area Commander Alloa Fire Station
Education Scotland

A copy of this document is available from Council Headquarters, Greenfield Alloa
Tullibody branch library
St Serf's Primary School
Ladywell Nursery School

This document is available in alternative formats or translated form for readers whose first language is not English. Please apply to the Education Service, Fourth floor, Kilncraigs, Alloa, FK10 1EB by telephone 01259 452437 or by email education@clacks.gov.uk

This is a proposal document

Proposal

That subject to the outcome of this proposal exercise:

Education provision at St. Serf's Primary School and Ladywell Nursery School should be merged and managed by the head teacher of St. Serf's Primary School. Ladywell Nursery School should be renamed "St. Serf's Primary School Nursery Class".

1. Introduction

- 1.1 Clackmannanshire Council aims to provide the best possible educational experience for all pupils.
- 1.2 Aspirations for education are contained within the Single Outcome Agreement and the Council's Priorities contained within the Corporate Plan. Key priorities for education are:
 - Our communities are more cohesive and inclusive
 - Our people are better skilled and ready for learning and employment
 - Vulnerable people and families are supported
 - Health is improving and health inequalities are reducing
 - The council is effective, efficient and recognised for excellence

The vision for education is contained within the document Learning to Succeed in Clackmannanshire in the 21st century. The skills and knowledge that young people will require in the future are consistent with the Council's aspirations to enable all learners to become:

- Successful learners
- Confident individuals
- Responsible citizens
- Effective contributors

2. Reason for the proposal

- 2.1 When it was established, Ladywell Nursery School provided nursery education for Tullibody. Over time, nursery classes have been established in the other schools in the Tullibody area. Ladywell Nursery School currently provides education services to 3-5 year old children who are resident in the catchment area of St. Serf's Primary School and Banchory Primary School. The nursery school is located next to St. Serf's Primary School.

- 2.2 As part of the Government's School Estate Strategy, Clackmannanshire Council, in

common with all Scottish local authorities, is required to assess the condition and suitability of its schools and report these 'core facts' to the Scottish Government. It is required to produce a School Estate Management Plan (SEMP) also.

- 2.3 The major aims of the Council's Schools Estate Management Plan for the period to 2015 are to:
- bring the condition of all schools in the 3-12 estate to condition B or better and to maintain it
 - address issues of sufficiency as they arise
 - increase the number of 3-12 campus arrangements
 - improve the suitability of external learning, teaching and social spaces
 - improve dining facilities in those schools with the smallest dining space
- 2.4 St. Serf's Primary School roll is currently 182 pupils.
- 2.5 Ladywell Nursery School has capacity for 120 children split across 2 sessions. This is normally referred to as a 60:60 establishment.
- 2.6 The headteacher at Ladywell Nursery School is due to retire in October 2012
- 2.7 The change of management provides an opportunity to consider the delivery of education 3-12. This would be consistent with changes expected of curriculum delivery through the requirement to implement the Curriculum for Excellence from August 2010.

3.0 The Options for Consultation

- 3.1 **Option 1** To retain the nursery school in its current building and operate it as the nursery class of the school
- 3.2 Merge the management of the two establishments under the leadership of the head teacher of St. Serf's Primary School and retain the current Ladywell Nursery building and rename it St. Serf's Nursery Class.
- 3.3 This has the advantage of retaining all of the features already in the building which means it is suitable for educating young children and is already consistent with the requirements of the Care Inspectorate in terms of facilities and regulations.
- 3.4 The Council would continue to maintain the property. Outdoor play and learning areas can continue to be used. In order to maximise the educational benefits of this proposal, some adaptation of perimeter fencing is required to make a secure entrance from the nursery to the school. The cost of this is in the region of £3,500.

4.0 Educational benefits

- 4.1 The children at Ladywell Nursery School would benefit from the reconfiguration of provision to a nursery class. The implementation of this proposal would offer the following educational advantages

(1) management support

The nursery class will be managed by the primary headteacher with a member of the senior management team having day to day responsibility for the running of the nursery class. The primary school management team, with a wide experience in school self-evaluation and curriculum development will be well placed to have a positive impact on nursery improvements. Areas identified for continuous improvement in the nursery class will be fully integrated and supported by the whole school improvement plan. This should lead to a more coherent learning experience for children at the early stage of Curriculum for Excellence and beyond.

(2) Early intervention

The primary school will be able to collaborate with the nursery class in identifying children's needs at the earliest possible stage. They will be able to work with the child from the age of 3 which will help identify the range of support they might need as they develop. Transition planning should be improved as a result of better tailored and more coherent support packages which can be put in place to help each child reach their full potential.

(3) Enhanced staff development opportunities

Staff would benefit from working together and learning with a wide range of teaching and non-teaching colleagues. Nursery staff will be able to visit P1 on a regular basis. This provides a CPD opportunity for staff to look at how children learn in P1. The school will also be able to make use of the expertise of the nursery staff in building on and further developing a play based early years environment. Shared staff development opportunities are enhanced. Nursery staff will be able to join school working groups and attend early years meetings.

(4) Improved transition

The proposal will significantly enhance transition arrangements for children who will attend St. Serf's Primary. During their time in the nursery class the children will be involved in the wider life of the school. They will be able to attend school events, use the gym hall and attend school assemblies. All these activities will enhance transition to school. If they wish, nursery parents will be able to join the parent council and other parents' activities which will enable them to get to know the establishment before formal schooling begins. High levels of parental involvement are recognised as important to the learning success of children. If parents become actively involved at the nursery stages, the habit is more likely continue for the rest of their child's schooling.

(5) Enhanced learning experiences

This proposal supports continuity in children's learning at the early level of Curriculum for Excellence. The nursery staff and school staff will work closely together to provide the children with a high quality experience. They will be able to share resources and carry out shared learning experiences. This will ensure that the children are receiving an appropriate broad and balanced curriculum. When children move to P1 they will be building more confidently on what they already know.

5.0 Likely Effect on the Local Community

The effect is likely to be minimal. Apart from a change in the role of the most senior manager responsible for the nursery, the community should be unaffected by the proposal.

6.0 Consequence of Preferred Option

There will be a saving in staffing costs. This will not diminish the quality of the service provided to children and families.

7.0 Financial Implications

There will be finance savings of £36,220 in 2013/14 and a further £17,390 in 2014/15. Some adaptation of perimeter fencing is required to make a secure entrance from the nursery to the school. The cost of this is in the region of £3,500.

8.0 Other Considerations

8.1 Feasibility

In the case of Ladywell Nursery, the purpose built unit provides the best option at times of financial constraint. As well as regard being given to the accommodation requirements of merged service provision, consideration was given to travel time or safety issues that may preclude the proposed changes taking place.

8.2 Safety

There would be no safety issues as a result of this change.

8.3 Service Users

The proposal would provide access for nursery provision to facilities in the school as appropriate. From time to time, it might be appropriate for P1 children to make use of the play facilities in the nursery.

The proposal will not affect the rights of parents to request that their child attends the school of their choice in an area outwith the designated catchment of their home address as determined by the Education (Scotland) Act 1980

8.4 Staff

The proposal would mean that a headteacher post would be removed from the establishment. The current postholder is due to retire in October 2012. All staff transfers would be completed in accordance with the council procedures relevant to the posts. There would be no impact on staff travel arrangements. Staffing of the school will be in accordance with council staffing standards and the regulations of relevant bodies such as the Care Commission for staffing in the nursery. The staffing allocation for support assistants may vary because these posts are allocated to schools on a needs led basis and are managed by the Access to Educational Resources Group. In order to facilitate the management of the nursery, it is proposed to improve the perimeter fence to include a locked gate in the fence between the school and the nursery.

8.5 Trade Unions and Professional Associations

Representatives of all staff will be included as part of the consultation exercise.

8.6 Other pupils in the authority

All pupils will benefit from an education service that is efficient and makes best use of available resources which can be focussed on front-line delivery.

8.7 Other users of the buildings

Current levels of community use do not indicate that either building fulfils a particular need in the community.

9.0 Financial impact

There will be finance savings of £36,220 in 2013/14 and a further £17,390 in 2014/15. Some adaptation of perimeter fencing is required to make a secure entrance from the nursery to the school. The cost of this is in the region of £3,500.

9.2 Environmental impact

There would be no change to the current impact.

10.0 Equal opportunities

10.1 As part of the consultation, the council will consult with a wide range of stakeholders including staff, parents, children, trade unions, elected members and members of the community. Comments about equality will be addressed. The target groups are:

disability
gender
sexual orientation
belief
age
black and ethnic minorities

10.2 Under the Disability Discrimination Act, (DDA) education providers must not treat disabled children less favourably and should take reasonable steps to avoid putting disabled children at a substantial disadvantage. This is the reasonable adjustments duty. The council is committed to providing a fully accessible service to all children.

10.3 Subject to a more detailed Equalities Impact Assessment, the council considers that there will be no negative impact on any of the target groups. If, in a subsequent EIA issues are identified then these will be addressed by the council.

11.0 Consultation arrangements if proposal is approved

The full consultation timeline is attached at the end of this document

11.1 Consideration by the Council on the 11 October 2012

11.2 Proposal Document issued to consultees and published on clacksweb
A copy will also be issued free of charge to the consultees listed on the previous page

11.3 An advertisement will be placed in relevant local newspapers. The proposal process may be announced on Central FM

11.4 Length of consultation
An advertisement will be placed in local newspapers regarding the consultation process. The consultation will run for 30 school days.

11.5 A public meeting will be held.

11.6 Involvement of Education Scotland
When the proposal document is published, a copy will be sent to Education Scotland. Education Scotland will also receive a copy of any relevant written representations that are received by the Council from any person during the consultation period. Education Scotland will receive a copy of oral representation made at the public meeting and, as available (and so far as is otherwise practicable), a copy of any other relevant documentation. Education Scotland will then prepare a report on the educational aspects of the proposal not later than 3 weeks after the Council has sent them all representations and documents mentioned above. The 3 week period involving Education Scotland will not begin until after the consultation period has ended. In preparing their report, Education Scotland may visit the schools affected by the proposal

11.7 Preparation of consultation report

The Council will review the proposal having regard to the Education Scotland report, written representation that it has received and oral representations made to it by any person at the public meeting. It will then prepare a consultation report. This report will be published in electronic and printed formats and will be advertised in local newspapers. It will be available on clacksweb and from Council headquarters, Tullibody branch library and the affected schools. Anyone who made written representation during the consultation period will be informed about the report. The report will include a record of the total number of written representations, a summary of the written representations, a summary of the oral representations made at the public meeting, the Authority's response to the Education Scotland report, a copy of the Education Scotland report, and any other relevant information, including alleged inaccuracies and how those have been handled. The report will also contain the proposal in light of the Education Scotland report and representations, both written and oral received. The consultation report will be published and available for further consideration for a period of 3 weeks.

11.8 Decision

This report together with any other relevant documentation will be considered by the Council which will come to a decision.

The Council is required to notify the Scottish Ministers of the council decision and provide them with a copy of the proposal document and the consultation report within 6 days of the decision being made. The Scottish Ministers have a 6 week period from the date of that final decision to decide whether they will call in the proposal. Within the first 3 weeks of that 6 week period, the Scottish Ministers will take account of all relevant representations made to them by any person. Until the outcome of the 6 week call in process has been notified to the Council, they will not proceed to implement the proposal. If Scottish Ministers call in the proposal, they may refuse to grant their consent to the proposal, subject to conditions or unconditionally. Until the outcome of the call in has been notified to the Council, it is unable to proceed to implement the proposal.

If any inaccuracy or omission is discovered in the proposal document, either by the Council or any other person, the Council will determine whether relevant information has been omitted or whether there has been an inaccuracy. It will then take appropriate action which may include the issue of a correction or the reissuing of the proposal paper or the revision of the timescale for the consultation period if appropriate. In that event, relevant consultees and Education Scotland will be advised.

11.9 Public Meeting

A public meeting will be held to discuss the proposals. Anyone wishing to attend the public meeting is invited to do so. The meeting, which will be convened by Clackmannanshire Council in consultation with the parent councils of St Serf's Primary School and Ladywell Nursery School will be addressed by the Head of Education (Clackmannanshire and Stirling) and other senior officers of the Council.

The meeting will provide an opportunity to:

- hear more about the proposals
- ask questions about the proposals
- have views recorded so that they can be taken into account as part of the proposal process

A note will be taken at the meeting of questions and views. This note will be published on the Council website and a copy will be made available on request.

12.0 Conclusion

12.1 The results of the consultation including recommendations will be reported by the Head of Education to the Clackmannanshire Council on 14 March 2013.

**August 2012
Belinda Greer
Head of Education**

NB Consultation report must contain

- The number of written representations received.
- Summary of representations made at public meeting
- Summary of all written and oral representations made and the authority's response to these
- The authority response to the Education Scotland report
- The full text of the Education Scotland report
- A statement of how the authority reviewed the proposal in the light of the representations and the Education Scotland report
- Details of any omissions or inaccuracies and actions taken to correct these
- Explanation of how people can make representations to Ministers
- The report must be available in electronic and paper format at Greenfield on the website and at schools affected as a minimum
- All persons who make written representations must be informed of the publication of the consultation report

DATE	EVENT
October 2012	Consultation starts
	Public meeting -
	Parent Council Meeting
December 2012	Consultation ends
December 2012	Report to Education Scotland
January 2013	Education Scotland report-consultation period ends
14 March 2013	Council Meeting
March 2013	Scottish Minister's Notification

