



**Clackmannanshire
Council**

www.clacksweb.org.uk

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

Clackmannanshire Council

Thursday 27 June 2013 at 10.00 am

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

Date	Time
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Clackmannanshire Council

There are 32 Unitary Councils in Scotland. Clackmannanshire Council is the smallest mainland Council. Eighteen Councillors are elected to represent the views of the residents and businesses in Clackmannanshire. The Council has approved Standing Orders that detail the way the Council operates. Decisions are approved at the 9 weekly meetings of the full Council and at Committee Meetings.

The Council is responsible for approving a staffing structure for the proper discharge of its functions, approving new policies or changes in policy, community planning and corporate governance including standards of conduct.

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

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

Details of all of our Council and Committee dates and agenda items are published on our website at www.clacksweb.org.uk

If you require further information about Council or Committee meetings, please contact Finance and Corporate Services by e-mail at customerservice@clacks.gov.uk or by telephone on 01259 452106 or 452004.

19 June 2013

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 27 JUNE 2013 at 10.00 am.

NIKKI BRIDLE
Director of Finance and Corporate Services

Presentation - 9.45 am

Quality Scotland Award - Recognised for Excellence 4 Star Award -
Clackmannanshire Council

B U S I N E S S

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|----|--|----|
| 1. | Apologies | -- |
| 2. | Declaration of Interests
Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer. | -- |
| 3. | Confirm minutes of meeting held on 16 May 2013
(Copy herewith) | 07 |
| 4. | Committee Meetings Convened Since the Previous Council Meeting (16/0/13) <i>(For information Only - where appropriate, draft minutes are made available on the Council's Intranet (Connect) and the Members Portal)</i>

(a) Housing, Health and Care Committee - 23/05/13
(b) Enterprise and Environment - 06/06/13
(c) Regulatory Committee - 11/06/13
(d) Resources and Audit Sub Committee - 12/06/13
(e) Planning Committee - 13/06/13
(f) Education, Sport and Leisure Committee - 20/06/13
(g) Resources and Audit Committee - 20/06/13 | -- |
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(Copy herewith) | 13 |
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EXEMPT INFORMATION/

EXEMPT INFORMATION

It is considered that the undernoted report be treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 1 of the Local Government (Scotland) Act 1973. It is anticipated, (although this is not certain) that the Council will resolve to exclude the press and public during consideration of these items.

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Clackmannanshire Council – Councillors and Wards

Councillors

Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Jim Stalker	1	Clackmannanshire West	LAB
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Archie Drummond	2	Clackmannanshire North	INDP
Councillor	Walter McAdam, MBE	2	Clackmannanshire North	SNP
Councillor	Bobby McGill	2	Clackmannanshire North	LAB
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Graham Watt	3	Clackmannanshire Central	LAB
Councillor	Gary Womersley	3	Clackmannanshire Central	SNP
Councillor	Janet Cadenhead	4	Clackmannanshire South	LAB
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Alastair Campbell	5	Clackmannanshire East	CONS
Councillor	Irene Hamilton	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB

MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Greenfield, Alloa, FK10 2AD on THURSDAY 16 MAY 2013 at 10.00 am.

PRESENT

Provost Tina Murphy
Councillor Donald Balsillie
Councillor Janet Cadenhead
Councillor Alastair Campbell
Councillor Archie Drummond
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Irene Hamilton
Councillor Craig Holden
Councillor Kathleen Martin
Councillor George Matchett, QPM
Councillor Bobby McGill
Councillor Les Sharp
Councillor Jim Stalker
Councillor Derek Stewart
Councillor Graham Watt
Councillor Gary Womersley

IN ATTENDANCE

Elaine McPherson, Chief Executive
Nikki Bridle, Director of Finance and Corporate Services
Garry Dallas, Director of Services to Communities
Stephen Crawford, Head of Facilities Management
Stuart Crickmar, Head of Strategy and Customer Services
John Scott, Interim Head of Social Services
Michael Boyle
Julie Burnett, Senior Support Services Manager
Kevin Kelman
John Munro
David Thomson, Solicitor, Legal Services (Clerk to the Council)

Also in Attendance

Lesley Brown, Education Scotland (Agenda Item 7 - Clacks Council Assurance and Improvement Plan 2013-2016)

Intimations

- (i) Before the start of business, the Provost, on behalf of her family, thanked the Council for its support during their recent bereavement.
- (ii) On behalf of the Council, the Provost extended condolences to Councillor Walter McAdam and his family on their recent bereavement.

CC.105/87 APOLOGIES

Apologies for absence were received from Councillor Walter McAdam, MBE.

CC.106 DECLARATIONS OF INTEREST

None.

CC.107 MINUTES OF MEETING: THURSDAY 14 MARCH 2013

The minutes of the meeting of the Clackmannanshire Council held on 14 March 2013 were submitted for approval.

Page 12 (CC.93) Policing Plan for Clackmannanshire 2013/14)

Councillor Kenneth Earle pointed out that he had abstained from the vote on the amendment and not Councillor Alastair Campbell as indicated in the minutes. Councillor Campbell had voted for the amendment. The vote on the amendment remains as 8 votes for the amendment, 9 votes against and one abstention.

Decision

Subject to the above amendment, the minutes of the meeting of the Clackmannanshire Council held on 14 March 2013 were agreed as a correct record and signed by the Provost.

CC.108 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL MEETING ON 14 MARCH 2013

The Council agreed to note the committee meetings that have taken place since the last Council meeting on 14 March 2013:

Housing, Health and Care Committee	21 March 2013
Appointments Committee	27 March 2013
Enterprise and Environment Committee	28 March 2013
Planning Committee	11 April 2013
Education Appeals Committee	19 April 2013
Education, Sport and Leisure Committee	25 April 2013
Resources and Audit Committee	2 May 2013

CC.109 LEADER'S BRIEFING

A briefing report which informed elected members of a range of issues and activities and covered the period from March 2013 to the beginning of May 2013 was submitted by the Leader of the Council.

The Council agreed to note the information set out in the report.

CC.110 COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

A report which sought Council approval of recommendations made by committees during the March/April 2013 cycle of meetings was submitted by the Chief Executive.

Motion

That the Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to approve :

- (1) from the **Housing, Health and Care Committee of 21 March 2013** in relation to the report entitled "Review of Private Sector Housing Assistance Scheme"
 - the revised Private Sector Housing Assistance Scheme.
- (2) from the **Housing, Health and Care Committee of 21 March 2013** in relation to the following motion:

"This Council opposes the bedroom tax. This Council will do everything it can to mitigate the negative effects of bedroom tax. In addition, this Council resolves that for a transitional period of one year, where the appropriate senior officer is satisfied that tenants who are subject to the bedroom tax are doing all they reasonably can to avoid falling into arrears, it will use all legitimate means to collect rent due, except eviction."
- (3) from the **Resources and Audit Committee of 2 May 2013** in relation to the report entitled "Clackmannanshire Council Internal Audit and Fraud Strategies 2013-17 and Annual Plan":
 - the Internal Audit Strategy 2013-17, the Fraud Strategy 2013-17 and the Annual Internal Audit and Fraud Plan 2013-14.
- (4) from the **Resources and Audit Committee of 2 May 2013** in relation to the report entitled "Clackmannanshire Council Data Matching Policy"
 - the Data Matching Policy

Action

Chief Executive

**CC.111 CLACKMANNANSHIRE COUNCIL ASSURANCE AND IMPROVEMENT
PLAN 2013-2016**

A report which advised Council formally of the publication in April by Audit Scotland of the Clackmannanshire Council Assurance and Improvement Plan Update 2013-2016 (attached as an appendix to the report) was submitted by the Chief Executive.

While the Resources and Audit Committee will review the publication in more detail, given the overarching nature and corporate importance of the AIP, it was submitted to full Council for information.

The Council heard a short presentation from Lesley Brown, Education Scotland, Local Area Network (LAN) Lead for Clackmannanshire Council, and had opportunity to put questions to Ms Brown.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to :

- (a) Welcome and note the recent publication by Audit Scotland of the Assurance and Improvement Plan Update 2013-16 for Clackmannanshire.
- (b) note the findings and intended planned scrutiny activity to March 2016; and
- (c) note that the Resources and Audit Committee will consider the document in more detail and make comment as appropriate.

CC.112 BUDGET STRATEGY UPDATE

A report which provided the Council with an update on the medium term financial outlook and provided further details on the Business Improvement Programme, "Making Clackmannanshire Better", was submitted by the Director of Finance and Corporate Services.

Motion

That Council agrees to support the recommendations set out in the report subject to the undernoted amendment.

"That one Administration Representative nomination be deleted to allow nominations from Councillor Alastair Campbell and Councillor Archie Drummond to be agreed (paragraph 4.2 of the report)."

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The report as amended was agreed without division. Accordingly, the Council agreed to:

- (1) Note the challenging financial outlook that faces the Scottish Public Sector over the coming years (Section 3 of the report)

- (2) Note and endorse the Steering Group nominations submitted by the Administration and the main Opposition (Paragraph 4.2 of the report) subject to the deletion of one Administration nomination to allow nominations from Councillors Campbell and Drummond to be accepted.
- (3) Appoint the two elected member representatives nominated from the two elected member nominations received.
- (4) Note the planned date for the first Steering Group meeting on 24 May 2013 (paragraph 4.2 of the report)
- (5) Note the progress made in setting up and developing "Making Clackmannanshire Better" (Paragraph 4.3 of the report)
- (6) Note the intention to present "Making Clackmannanshire Better" to the Alliance meeting on 7 June 2013 (Paragraph 4.5 of the report).

Steering Group Representatives

Administration

Councillor Womersley
Councillor Sharp

Main Opposition

Councillor Cadenhead
Councillor Stalker

Conservative & Independent

Councillor Campbell
Councillor Drummond

Action

Director of Finance and Corporate Services

CC.113 ADDITIONAL GENERAL CAPITAL GRANT 2013-2014

A report which sought approval to amend the approved General Services Capital Programme for 2013/14 by bringing forward spend planned to be incurred in 2014/15 was submitted by the Accountancy Manager. Approval was sought to fulfil the conditions of the grant specified by the Scottish Government in respect of additional grant awarded.

Motion

That Council agrees the recommendation set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to allocate an additional £400k General Capital Grant to bring forward Property Asset Management Improvements from 2014/15 to 2013/14.

Action

Director of Finance and Corporate Services

CC.114 ICT ASSET MANAGEMENT PLAN (ITAMP)

A report which sought approval for the ICT Asset Management Plan (ITAMP) which will guide future investment and support the ICT Strategy approved by Council in October 2012 was submitted by the Director of Finance and Corporate Services.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to :

- (1) Approve the ICT Asset Management Plan (AMP) attached as Appendix A to the report.
- (2) Note that the ICT AMP reflects feedback from the Capital Investment Forum (CIF).

Action

Director of Finance and Corporate Services

CC.115 WELFARE REFORM SUMMARY

A report which provided an overview of the Welfare Reform changes implemented in April 2013 and planned for the future was submitted by the Senior Support Services Manager. The report also summarised the impact of Welfare Reform on Clackmannanshire communities and the way in which the Council provides services.

The Senior Support Services Manager also provided a presentation on real time information live data, copies of which were made available to elected members following the meeting.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to :

- (1) Note the broad range of activity and progress documented in the report.
- (2) Note the current and forecast impact of the Welfare Reforms on Clackmannanshire Council and communities.
- (3) Approve the Discretionary Housing Policy as set out in Appendix F of the report which will provide assistance and protection to the most vulnerable groups of residents in Clackmannanshire.
- (4) Reaffirm the existing debt recovery policy agreed in January 2012 as the mechanism for recovering all debts.
- (5) Note the current financial impact position.

- (6) Note the key issues under consideration for the future.
- (7) Endorse the intention to bring regular update reports to Council.

Action

Director of Finance and Corporate Services

CC.116 REDWELL PRIMARY SCHOOL

A report which sought approval to enter into the Design and Build Development Agreement and associated documents with Hub East Central Scotland Limited for the construction of the new Redwell Primary School was submitted by the Head of Facilities Management. Due to the value of the contract, Contract Standing Orders approved by Council on 20 December 2012, require that Council approves the award of contract prior to execution of the project documents.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to :

- (1) Approve the award of the contract in the sum of £8.32m to Hub East Central Scotland Limited for the design and build of the new Redwell Primary School.
- (2) Authorise the Director of Services to Communities to execute the Guaranteed Maximum Price Design and Build Development Agreement and all such ancillary contracts within the scope, specification and budget.

Action

Director of Services to Communities

The meeting adjourned at 12.20 pm and resumed at 12.48 pm

When the meeting resumed, seventeen (17) members remained present.

CC.117 SPEIRS CENTRE REFURBISHMENT

A report which sought approval to enter into the Design and Build Development Agreement and associated documents with Hub East Central Scotland Limited for the refurbishment of the Speirs Centre was submitted by the Head of Facilities Management. Due to the value of the contract, Contract Standing Orders approved by Council on 20 December 2012, require that Council approves the award of contract prior to execution of the project documents.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Decision

The Council agreed unanimously to :

- (1) Approve the award of the contract in the sum of £3.129m to Hub East Central Scotland Limited for the refurbishment of the Speirs Centre.
- (2) Authorise the Director of Services to Communities to execute the Guaranteed Maximum Price Design and Build Development Agreement and all such ancillary contracts within the scope, specification and budget.

Action

Director of Services to Communities

CC.118 REPORT FOLLOWING CONSULTATION ON THE REVIEW OF LADYWELL NURSERY SCHOOL PRE-SCHOOL PROVISION

A report which provided information on the outcome of the consultation review on the pre-school provision at Ladywell Nursery School and sought a decision from Council on the recommendation to merge the nursery with St Serf's Primary School was submitted by the Head of Education.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Ellen Forson.

Decision

The Council agreed unanimously to :

- (1) Note the outcome of the consultation.
- (2) Merge Ladywell Nursery School with St Serf's Primary School with effect from 28 June 2013.
- (3) Rename Ladywell Nursery School as St Serf's Primary School Nursery Class.
- (4) Notify Scottish Ministers of the decision to merge Ladywell Nursery School and St Serf's Primary School.

Action

Head of Education

A report which brought back recommendations on suggested polling places and districts was submitted by the Director of Finance and Corporate Services. Proposals were originally put before Council on 20 December 2012 and at that meeting the Council agreed to defer consideration of this item to seek clarification on the implications of potential changes to the polling places.

Following an introduction by the Director of Finance and Corporate Services, Councillor George Matchett gave notice of an amendment.

In terms of Standing Order 10.23, the Provost adjourned the meeting 1.20 pm to allow members the opportunity to consider the amendment.

When the meeting resumed at 1.35 pm, seventeen (17) members remained present.

On the advice of the Returning Officers, the Provost ruled the amendment incompetent because it was not clear from the amendment how the ward should be divided

Councillor Matchett asked that his disagreement with the decision be recorded in the minutes.

In terms of Standing Order 10.5, Councillor McGill, seconded by Councillor Matchett, challenged the decision of the Provost. The Clerk advised that the challenge could not be put to the vote as the Provost's ruling on the amendment was on a matter of competency and not a question of procedure, order, relevancy or following standing orders.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Craig Holden.

Voting

Councillor George Matchett asked for a roll call vote on the motion. The Council agreed that a vote be taken by calling the roll and at this stage there were 17 members present who were eligible to vote. On the roll being called, the members present voted as follows:

For the Motion (8)

Councillor Archie Drummond
Councillor Les Sharp
Councillor Ellen Forson
Councillor Irene Hamilton
Councillor Donald Balsillie
Councillor Craig Holden
Councillor Gary Womersley
Provost Tina Murphy

Against the Motion (9)

Councillor George Matchett
Councillor Bobby McGill
Councillor Jim Stalker
Councillor Kathleen Martin
Councillor Janet Cadenhead
Councillor Graham Watt
Councillor Derek Stewart
Councillor Kenneth Earle
Councillor Alastair Campbell

The motion was defeated by 9 votes to 8.

Decision

Accordingly, on a division of 9 votes to 8 the motion was defeated.

EXEMPT INFORMATION

The Council resolved in terms of Section 50(A) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting during consideration of the following item of business on the grounds that it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 9.

CC.120 CAPITAL STIMULUS INITIATIVE, ALVA

At its meeting on 14 March 2013, Council noted progress in formulating a major capital investment project and requested that a further report be presented to today's meeting. A report which provided an update and presented an options appraisal was submitted by the Director of Services to Communities.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously to approve the recommendations set out in the report and to approve Option (c) (paragraph 6.1 of the report) subject to confirmation of the assumptions and business case set out in the report and all necessary consents.

Action

Director of Services to Communities

EXEMPT INFORMATION

The Council resolved in terms of Section 50(A) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting during consideration of the following item of business on the grounds that it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraphs 9 and 13.

CC.121 ALVA GLEN HOTEL, STIRLING STREET, ALVA

A report which updated Council on progress since the Council meeting on 20 December 2012 and sought approval to proceed to the next step in the acquisition process was submitted by the Head of Community and Regulatory Services.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Gary Womersley. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed unanimously to :

- (1) Note that attempts to date to acquire the property voluntarily have failed as have attempts to secure action by the owners to address the condition of the property and the adverse effect it continues to have on the locality
- (2) Formally resolve:
 - (i) that the property sometimes known as the Alva Glen Hotel be acquired by compulsory purchase in exercise of its powers under section 189 of the Town and Country Planning (Scotland) Act 1997.
 - (ii) to make a Compulsory Purchase Order entitled "The Clackmannanshire Council (Alva Glen Hotel, Alva) Compulsory Purchase Order 2013" in respect of the premises and associated land identified on the plan appended to the report, and
 - (iii) that the Order be duly published and that the statutory procedure following thereon be duly implemented.

Action

Director of Services

ENDS 3.17 pm

CLACKMANNANSHIRE COUNCIL

Date of Meeting: 27th June, 2013

Subject: Leader's Briefing

1.0 Purpose

- 1.1 The purpose of this briefing is to inform all elected members of a range of issues and activities which I have been engaged with in the past quarter. It is also intended to assist in raising awareness amongst members of a number of matters which affect the Council or the area and, as such, inform future workstreams.
- 1.2 Should any member of the Council wish to discuss any of the issues in this report in more detail, I will be happy to meet with them.
- 1.3 The report covers the period end of May - June, 2013.

2.0 National Issues Affecting Clackmannanshire

CoSLA

- 2.1 I attended the CoSLA Leaders' Meeting on 31st May. Items discussed were:
- National Dementia Strategy
 - National Learning Disabilities Strategy
 - Care Home Sector Reform: Commissioning Agenda
 - Water Billing and Collection Arrangements
 - Local Government Funding Pressures
 - Business Rates Incentivisation Scheme
 - Commission on Rural Education
 - Welfare Reform Update
 - Scottish Welfare Fund
 - National Planning Framework 3 and Scottish Planning Policy
- 2.2 Associated papers for the meeting have been placed on the members' portal for members to access.

3.0 Partnership Working

- 3.1 The **Shared Services Steering Group** met in Stirling on 21st May, 2013. Items for discussion were:
- Strategic Partnership Agreement
 - Feedback from Governance Review

- 3.2 The Council's Chief Executive and I had a follow-up meeting with the Chief Executive and Chair of NHS Forth Valley on 27th May to discuss potential changes to the **bus services** which NHS FV currently support between Clackmannanshire and the hospital in Larbert. A written briefing was circulated to all members updating them on the outcome of the meeting. As Members will notice from the following three paragraphs, I have been keen to highlight the issue at every relevant forum I have attended and Members will continue to be updated.
- 3.3 On 7 June, I chaired a meeting of the **Clackmannanshire Alliance**. Items discussed were:
- Making Clackmannanshire Better:
 - Draft Single Outcome Agreement 2013/23 - Feedback and Assurance Process
 - Clackmannanshire Alliance Memorandum of Understanding
 - Clackmannanshire Third Sector Interface Progress Report
 - Armed Forces Covenant Update
 - Early Years Collaborative
 - Early Years Change Fund
 - Hospital Buses
- 3.4 On 11th June, I attended, and chaired, the **Clackmannanshire Community Health Partnership Sub-Committee** and items discussed were:
- Single Outcome Agreement
 - Health and Social Care Integration Update
 - Self Directed Support
 - Re-shaping Care for Older People: Draft Joint Commissioning Plan
 - Hospital Buses
- 3.5 On 11th June, I also attended the **Clackmannanshire & Stirling Partnership Board** when items discussed were:
- Health & Social Care Integration
 - Early Years Collaborative
 - Welfare Reform
 - Clackmannanshire & Stirling Partnership Board Annual Report
 - Hospital Buses
- 3.6 Associated papers for the meetings have been placed on the members' portal for members to access.

4.0 Staff and Other Visits

- 4.1 On 21 May, I attended a NHS FV Board Hearing on the topics of Armed Services, Veterans and Reservists and Rehabilitation and the 20:20 Seminar.
- 4.2 On 28th May, I attended and spoke at Sauchie Pensioners Meeting on topic of various challenges facing the Council and future opportunities.
- 4.3 On 6th June, I spoke at the Clackmannanshire Business Networking Event - Showcase your Business in Alloa Town Hall. It was pleasing to see so much commitment to the promotion of business within Clackmannanshire and desire to

attract interest from other businesses to relocate here. The growing success of this event can only augur well.

- 4.4 I attended Lornshill Academy Junior Awards Ceremony on 19th June.
- 4.5 I was represented by the Depute Leader at an inaugural meeting held at Alloa Town Hall to discuss Welfare Benefit Reform and how respective interested organisations and parties could seek to work together to mitigate the impact at a Clackmannanshire level.
- 4.6 I attended various forums within Clackmannanshire Central as part of the Council's formal consultation on the Village & Small Town Centre initiative, initially to encompass environmental improvements to Sauchie Main Street. I very much welcomed the engagement which will be fed by officers into deliberations on the greater consultation response.

Signed: G Womersley

Councillor Gary Womersley
Council Leader
June, 2013

Report to: Clackmannanshire Council

Date: 27 June, 2013

Subject: Committee Recommendations Referred to Council

Report by: Chief Executive

1.0 Purpose

- 1.1 The purpose of this report is to seek Council approval of recommendations which have been made by committees during the May/June 2013 cycle of meetings.
- 1.2 Under the Council's decision-making framework, Council has delegated certain matters to committees and has reserved certain powers. Included in the latter are the approval of main policies and strategies (Scheme of Delegation 3.2), the approval of budgets (Scheme of Delegation 3.19) and the spending money not budgeted for (Scheme of Delegation 3.20).
- 1.3 Standing Order 8.4 requires that where a committee passes a report to Council, the full committee report shall not be included again on the council agenda and that officers should prepare a brief report that refers to the relevant committee report and recommendation(s).

2.0 Recommendations

- 2.1 It is recommended that Council:

1) from the **Enterprise & Environment Committee of 6 June, 2013**, in relation to the report entitled *Inner Forth Landscape initiative*:

- agrees in principle to make a financial contribution of £20,000 per annum for the delivery phase of the Initiative annually between 2014 and 2018

Note - this was an amendment to the report which had been circulated

2) from the Resources & Audit **Committee of 20 June, 2013**, in relation to the report entitled *Draft Annual Governance Statement and Governance Report*:

- note the progress made in terms of improving the effectiveness of our Governance arrangements and the development of the Council's first Statement of Preparedness.

- 2.2 The minute and reports relating to these items are available on the Members' Portal.

3.0 Sustainability Implications

NA

4.0 Resource Implications

Financial Details N/A

Staffing N/A

5.0 Declarations

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

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

The area has a positive image and attracts people and businesses ☒

Our communities are more cohesive and inclusive ☒

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

Our communities are safer ☒

Vulnerable people and families are supported ☒

Substance misuse and its effects are reduced ☐

Health is improving and health inequalities are reducing ☒

The environment is protected and enhanced for all ☒

The Council is effective, efficient and recognised for excellence ☒

(2) **Council Policies** (Please detail) N/A

6.0 Equalities Impact

6.1 N/A

7.0 Legality

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

8.0 Appendices

8.1 None

9.0 Background Papers

- a) Enterprise & Environment Committee Agenda of 6 June, 2013
- b) Resources & Audit Committee Agenda of 20 June, 2013
- c) minutes of the above meetings

Author(s)

NAME	DESIGNATION	TEL NO/EXTENSION
Elaine McPherson	Chief Executive	452001

Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	Signed: E McPherson

Report to: Clackmannanshire Council

Date: 27 June, 2013

Subject: Shared Services Update

Report by: Chief Executive

1.0 Purpose

- 1.1 The purpose of this report is to invite members to approve two key documents to support progress in taking forward shared education and social services and to agree new governance arrangements for the recruitment to shared Heads of Service posts.

2.0 Recommendations

- 2.1 It is recommended that Council:
- a) approves the Strategic Partnership Agreement attached as Appendix 1 to this report;
 - b) approves the Strategic Delivery Plan for Social Services attached as Appendix 2 to this report;
 - c) agrees to establish a joint appointments committee as set out in Appendix 3 to this report for any future recruitment to the Heads of Service posts which are shared;
 - d) notes progress in taking forward the wider review of governance arrangements which was agreed in December, 2012.

3.0 Background

- 3.1 At its meeting in December, 2012, Council approved a number of recommendations to progress shared services with Stirling Council including:
- a) instructing officers to bring forward for approval a strategic agreement for an ongoing shared services partnership which details a refreshed vision and principles;
 - b) instructing officers to bring forward for approval three year strategic delivery plans for education and social services;
 - c) instructing officers to review the effectiveness of existing governance arrangements and to bring forward for further consideration proposals which could improve these.

- 3.2 Documents have now been drafted in respect of a) and b) above and the governance review is in progress. The remainder of this report briefs Council on these three issues as well as advising of the vacancy which has arisen for the post of Head of Education and proposals to progress the filling of that vacancy.

4.0 Strategic Partnership Agreement

- 4.1 Further to the Council decision in December, 2012, a draft Strategic Partnership Agreement was prepared by officers. This was submitted to the Programme Board and the Steering Group (on two occasions each) and was also the subject of consultation more widely with members of both councils.
- 4.2 The document attached as Appendix 1 to this report represents the product of the various consultations. Feedback from the consultation exercise was reported to the Steering Group in May, 2013, when the final document was agreed for submission to both councils.
- 4.3 The Strategic Partnership Agreement is a demonstration of the reaffirmed commitment of the two councils to shared services which was declared in December, 2012. The Agreement consolidates the various decisions which have been taken incrementally by the councils since December, 2010, and restates the rationale, scope and principles for shared services. It also includes reference to issues which were raised at the most recent stock-taking exercise in respect of councils recommitting to shared services following regular local government elections and also agreeing that there should be a managed approach should either partner wish to pursue alternative arrangements for education or social services.
- 4.4 It should be noted that the draft Agreement attached as an Appendix includes reference to Head of Service appointments being made by a Joint Appointments Committee. If the councils do not agree that recommendation at their respective meetings on 27 June, 2013, this paragraph will be deleted from the Agreement.

5.0 Strategic Delivery Plan - Social Services

- 5.1 Council noted in December, 2012, that the overall view from the various stock-taking sessions was that the councils had made a positive start to shared education and social services and that to maximise the opportunities afforded for improved outcomes there would be a need to further develop shared approaches across both services.
- 5.2 Accordingly, the councils explicitly confirmed that:
- a) integration below the level of service management should be pursued where this would result in improved outcomes and more effective, efficient services;
 - b) proposals for such integration would be set out in strategic delivery plans for both services which would be submitted to the councils for approval; and

c) business cases would, subsequently, be prepared for councils setting out specific recommendations for the reconfiguration of services.

5.3 Work has been taken forward by the Social Services senior management team to determine those parts of the service which it is proposed are the subjects of future business cases for integration. These include:

- Adult Care & Assessment
- Criminal Justice Services
- Strategy Service
- Adult Provisions
- Childcare services

5.4 Further details are set out in the Strategic Delivery Plan which is attached as Appendix 2 to this report.

5.5 A draft of the Strategic Delivery Plan has been considered by relevant committees in both councils, as well as by the Shared Services Steering Group at its May meeting.

5.6 If Council approves the Strategic Delivery Plan, specific business cases will then come forward for each service area. Trade unions will be consulted as part of the process of developing the business cases.

5.7 It is anticipated that a Strategic Delivery Plan for shared education services will be brought to both councils after the summer recess.

6.0 Heads of Service Recruitment Process

6.1 When the councils agreed to pursue shared arrangements for social work and education, there was the unusual situation where the posts of Head of Social Care in Stirling and Head of Education in Clackmannanshire were vacant. It was, therefore, agreed that Stirling Council's then Head of Education should be appointed Joint Head of Education for Clackmannanshire and Stirling Councils and that Clackmannanshire Council's then Head of Social Policy should be appointed Joint Head of Social Services and Chief Social Work Officer for Clackmannanshire and Stirling Councils.

6.2 As elected members are aware, the Head of Education post will become vacant in September this year further to the current postholder securing another job.

6.3 The previous arrangements for appointing a shared Head of Education are not applicable in the current circumstances which means that an alternative approach must be pursued.

6.4 In keeping with the principles of reciprocity and parity of esteem set out in various shared services decisions and documents, it is proposed that a shared governance arrangement is put in place for any future appointments to either Head of Service position.

6.5 The recommended arrangement is that a joint committee should be established for the purpose of appointing to Heads of Service positions

which become vacant. The joint committee would comprise the 6 elected member positions which make up the existing shared services Steering Group which are the Leaders, Depute Leaders and Opposition Leaders of both councils.

- 6.6 Appendix 3 to this report sets out in more detail the legal basis, the proposed remit and membership of the joint committee.

7.0 Wider Governance Review

- 7.1 In December, 2012, the councils agreed to a review of governance arrangements.
- 7.2 The scope of this review which was approved by the Steering Group at its meeting in April, 2013, covered political, managerial and partnership governance.
- 7.3 At the time of writing, consultation has been carried out with elected members, service management and trade union representatives, with preliminary feedback being provided to the Steering Group at its meeting in May, 2013.
- 7.4 It is intended that a report on the review is submitted to the Steering Group at its August meeting further to which an event would be held for all members of both councils to be presented with the review's findings and to discuss any proposals for change.

8.0 Sustainability Implications

N/A

9.0 Resource Implications

Financial Details N/A

Staffing N/A

10.0 Declarations

- 10.1 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 checked="" type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported | <input checked="" type="checkbox"/> |

- (2) **Council Policies** (Please detail) N/A

11.0 Equalities Impact

- 11.1 N/A

12.0 Legality

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

13.0 Appendices

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

Appendix 1 - Strategic Agreement for Shared Services

Appendix 2 - Strategic Delivery Plan for Shared Services

Appendix 3 - Joint Appointments Committee

14.0 Background Papers

Author(s)

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	Signed: E McPherson



Clackmannanshire
Council



CLACKMANNANSHIRE COUNCIL
STIRLING COUNCIL

STRATEGIC AGREEMENT FOR SHARED SERVICES

IN RESPECT OF EDUCATION & SOCIAL SERVICES

Note - paragraph 4.10 will only be included if the councils agree the establishment of a Joint Appointments Committee at their meetings on 27 June, 2013. If this is not agreed, this paragraph will not be part of the Agreement.

June 27, 2013

<u>Section</u>	<u>Contents</u>	<u>Page</u>
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1.0 Introduction

1.1 This agreement sets out the strategic framework within which Clackmannanshire and Stirling councils jointly discharge their functions of Education Authority and Social Work Authority.

1.2 It sets out:

- the rationale for joint discharge of functions
- the scope of joint discharge of functions
- the principles of joint discharge of functions
- other accountabilities
- governance of this agreement

and as such provides the basis for an ongoing shared services partnership.

1.3 The agreement consolidates councils' decisions since December 2010 in relation to:

a) agreeing to discharge jointly the functions as education and social work authorities (December 2010)

b) appointing Heads of Service through which to discharge these functions (December 2010)

c) agreeing the extent of delegation to those Heads of Service (June 2011)

d) agreeing the approach to apportioning the savings from, and any costs of, joint discharge of functions (March 2012)

e) reaffirming the commitment to delivering education and social services jointly (December 2012).

2.0 Rationale for Joint Discharge of Functions

2.1 The rationale underpinning the joint discharge of education and social work authority functions is:

a) to improve outcomes for service users across Clackmannanshire and Stirling council areas; and

b) to maximise the efficiency of these services.

2.2 It is anticipated that outcomes and efficiency will be improved by:

a) making use of the combined capacity of each Council in relation to depth and range of staff experience;

b) utilising other assets (such as property) more efficiently;

c) adopting best practice from of the two organisations;

d) developing alternative approaches to service provision across both organisations.

3.0 Scope of Joint Discharge of Functions

- 3.1 The management of social services and education authority functions will be shared and the shared management teams are accountable to both councils.
- 3.2 Subject to the agreement of both councils, functions within education and social services may be integrated where this will contribute to the agreed objectives of the shared services initiative. Councils' agreement will be via the approval of strategic delivery plans for each service and associated business cases.
- 3.3 The independent governance of both councils is retained and they will continue to operate as the primary vehicles for democratic accountability within their localities. Each Council retains the right to set its own policy frameworks, standards and levels of service to ensure that service provision reflects political priorities for the respective areas.
- 3.4 Where harmonisation of policies will contribute to the agreed objectives of the joint discharge of functions, such harmonisation may be pursued insofar as it does not compromise local governance. Relevant practices, processes, systems and protocols may be harmonised and aligned on a similar basis.
- 3.5 Consultation with relevant trade union representatives will take place where harmonisation impacts on employment matters.

4.0 Principles of Joint Discharge of Functions

Service Delivery

- 4.1 The Councils will seek to maximise the effectiveness and efficiency of services by closer joint working. Within the context of retaining local governance, wherever possible services will be delivered jointly, to jointly agreed standards and sharing joint management overheads to maximise economies of scale.
- 4.2 During any transition to joint or integrated service delivery, services to users should be delivered with minimum disruption and service risks should be proactively managed.

Governance

- 4.3 Each council is politically independent statutory body and the partnership approach is founded on the principles of reciprocity and parity of esteem.
- 4.4 Clackmannanshire Council is the lead authority for Social Services and will employ a Head of Social Services accountable to both Councils in accordance with:
 - i) the Scheme of Delegation in Respect of Jointly Managed Services agreed by both councils in June 2011; and
 - ii) the other relevant governance arrangements which apply within each council.

- 4.5 The Head of Social Services has overall responsibility for the management of the Social Services provided by Clackmannanshire Council and by Stirling Council and is Chief Social Work Officer for the purposes of section 3 of the Social Work (Scotland) Act 1968 in respect of both Clackmannanshire Council and Stirling Council.
- 4.6 Stirling Council is the lead authority for Education Services and will employ a Head of Education accountable to both Councils in accordance with:
- i) the Scheme of Delegation in Respect of Jointly Managed Services agreed by both councils in June 2011; and
 - ii) the other relevant governance arrangements which apply within each council.
- 4.7 The Head of Education has overall responsibility for the management of the Education Services provided by Clackmannanshire Council and by Stirling Council.
- 4.8 The Heads of Education and Social Services are accountable to each Council's existing governance arrangements and are members of each Council's Management Team, reporting to each Council as if employed solely by that Council.
- 4.9 The Heads of Service, Assistant Heads of Service and Service managers will be employed by the relevant lead authority. Other management and headquarters staff and staff delivering services in localities will be employed by the Council in whose area they work, unless the Councils have agreed to establish a more integrated service, in which case staff will generally be employed by the lead Council.
- 4.10 The Heads of Service will be appointed by a Joint Appointments Committee comprising an equivalent number of elected members from each authority.
- 4.11 Protocols will be developed for the joint management of the Heads of Service.

Finance

- 4.12 Jointly delivered services will be financed jointly. Each Council will bear the cost of services delivered within its area. Common costs, such as the costs of joint management, will be apportioned on an appropriate basis for each service, agreed before the commencement of joint service delivery.
- 4.13 Costs and savings associated with joint discharge of functions fall into three broad categories as follows
- a) *Shared Costs: those that can be shared according to volumes of business* - where costs arise because of the volume of particular activities, they can be shared in proportion to total activity. Apportionment of such shared costs will be on the basis of Grant Aided Expenditure (GAE) (e.g. population or roll based service)

- b) *Equal Costs; those that should be split equally* - there are some posts where costs are not reflective of volume of business or population size. For example Heads of Service roles are not directly related to client or pupil numbers. Such shared costs will be apportioned equally between the councils.
- c) *Unique Costs; those that remain unique to each organisation* - such costs are attributable to one council only and reflect direct delivery of services such as schools or care homes

4.14 It is delegated to the Chief Executives of the two councils to decide which method is applied to any savings or costs and to report these decisions to the Steering Group.

5.0 Other Accountabilities

- 5.1 A Steering Group comprising the two Council Leaders, two Depute Leaders and the two main Opposition Leaders will oversee the implementation of the joint discharge of functions. The Steering Group will report regularly to the two Councils on progress.
- 5.2 General monitoring of education and social services performance will be taken forward via the relevant management and political structures in both councils. The Chief Executives will make arrangements for ongoing review of the effectiveness of managerial and political governance arrangements and will bring forward to councils any proposals to improve political governance arrangements.
- 5.4 The Chief Executives will also put in place any management protocols which may be required from time to time.

6.0 Governance of this Strategic Agreement

- 6.1 This agreement will be submitted to each council for endorsement no later than 6 months following regular local government elections. Endorsement of the agreement will be for the period until the next regular local government elections (normally four or five years).
- 6.2 Any variations to this agreement must be agreed by both councils.
- 6.3 Should either council wish to cease the joint discharge of its education or social work functions, a period of notice of at least one full financial year must be given to the other council to enable alternative provision to be pursued. In this event, the Chief Executives will oversee the managed withdrawal from the agreement.

Council Leader Clackmannanshire Council
June 27, 2013

Council Leader Stirling Council
June 27, 2013

ANNEX

This Strategic Partnership Agreement was agreed by both councils on 27 June, 2013, and was supported by the undernoted political groups:

CLACKMANNANSHIRE COUNCIL

The xxxxxxxxx Group _____

The xxxxxxxxx Group _____

The xxxxxxxxx Group _____

The xxxxxxxxx Group _____

STIRLING COUNCIL

The xxxxxxxxx Group _____

The xxxxxxxxx Group _____

The xxxxxxxxx Group _____

The xxxxxxxxx Group _____

Strategic Delivery Plan for Shared Social Services - June 2013

In December 2010, Clackmannanshire and Stirling Councils approved recommendations to manage Social Services jointly within the terms of the Local Government (Scotland) Act 1973. Clackmannanshire Council is the lead authority for the management of Social Services. A Joint Head of Social Services and Chief Social Work Officer was appointed and is accountable to both Councils, a Joint Social Services Management Team has also since been established. Each Authority retains democratic accountability in determining and agreeing strategic priorities and setting budgets for social services in their respective areas.

The objectives of the shared services programme are:

1. To develop and implement shared service models that maximise our ability to meet the needs of both Councils' populations
2. To align policies, processes and workforce between organisations, so far as is practical in the interest of efficient service delivery
3. To maintain the existing service improvement activity for each Council, including response to inspection regimes
4. To align support functions where appropriate to assist shared service delivery models and structures, whilst continuing to acknowledge wider corporate need.

The two Councils confirmed in December 2012 that integration below the level of service management should be actively pursued to maximise these opportunities.

Service Redesign:

A Business Case will be developed for each service area offering:

- The proposed new model
- Evidence based rationale
- Perceived advantages
- Financial Impact
- Risk analysis
- Implications for the workforce

This proposal will then progress through the corporate governance frameworks of both organisations, preceded by discussion with the Trade Unions and appropriate corporate services.

It is essential that prior to the agreement of any specific business case, a whole systems review is undertaken. This would consider:

- The Health and Social Care Integration Agenda
- Opportunities to support cross service issues i.e. children coming through transition
- Defining the role and requirement of the management team

A proposed timetable for integration is offered below although it should be noted that timeframes can only be indicative due to the need for full consultation with the staff teams and discussion with appropriate internal and external colleagues.

Services Included:

Adult Care and Assessment Services

The provision of assessment and care management services for adults. This service also includes the Mental Health Officer and Adult Support and Protection functions (this is distinct from the Integrated Mental Health Service)

Criminal Justice Services

Criminal Justice services aim to reduce the unnecessary use of prison sentence and secure care by providing suitable community based alternatives. Community safety is supported and individual assisted as appropriate.

Strategy Service

The provision of the core support functions for social services including strategic planning, commissioning, workforce development and performance and quality assurance. This team is key to supporting others in their efforts to improve and the 'containment' of activity.

Adult Provisions

Adult Provisions is responsible for the internal services that the Council directly provides for individuals with learning disability, mental health issues, older adults and clients with a physical disability. Examples include care homes, day services and community based supports.

Childcare

Childcare services are responsible for all aspects of children's care ranging from child protection concerns to wider locality based provision. Childcare also includes fostering and adoption services, residential units, children with disabilities and assistance to those affected by substance misuse.

It should be noted that the plan does not include two elements to Social Care:

1. **Integrated Mental Health Services** where the current focus is on integration with Health colleagues in Stirling.
2. **Employability and Local Area Co-ordination**, currently a Stirling only service but integral to shared service redesign moving forward.

For the purposes of this plan, implementation completion can be defined as

“A comprehensive review of service delivery to support the delivery of shared services across Clackmannanshire and Stirling where appropriate. This is likely to involve a single operational management team and a single workforce structure to support shared practice and the subsequent aligning of resources. Evidence would show greater resource efficiency, reduced duplication and uniformity of approach where it is appropriate and improves client care.”

Service Area	Complete Business Plan	Commence Implementation	Complete Integration
Adult Care and Assessment	August 2013	August 2013	Structure to be implemented by January 2014 Process and procedures including eligibility and charging frameworks planned for December 2013 but will depend on Council agreement.
Criminal Justice Services	September 2013	Commenced	November 2013 Integration within CJ has made some progress with an integrated team, joint posts and practice and shared business plan. 2 key aims to progress include: Consistent management arrangements and shared management of unpaid work service

Service Area	Complete Business Plan	Commence Implementation	Complete Integration
Strategy Service	Completed Business Plan June 2013	Start to implement July 2013 Agreement for mgt posts integral. Under current discussion with CEXs	Completion January 2014
Adult Provisions	Business Plan in Place August 2013	Integration of the services will be staged: MECS Care Homes Stirling Internal care at home/ Reablement Stirling Not all services can be integrated due to Care Inspectorate requirements for Registered managers. Significant activity in sharing of policy, procedure and protocols - sharing good practice	Staged plan being progressed - completion December 2014 Completion of full RSOPC model in Stirling by 2015 - Care Village opening Full restructure by April 2014
Childcare Services	October 2013	December 2013 Discussion is underway with the workforce considering both learning and new ways of working	April 2014 Children's services are seeking a whole systems redesign and as such will initially be considered as a single service.

1.0 Legal Basis

- 1.1 In terms of the Local Government (Scotland) Act 1973 a local authority may determine to discharge any of its functions jointly with another local authority. This can be done through establishing various joint governance arrangements, including delegating or transferring functions to a joint committee.

2.0 Shared Services Appointments Committee - Remit

- 2.1 The role of the committee is to make appointments to any Head of Service post which is shared by Clackmannanshire and Stirling councils.
- 2.2 The committee will have delegated authority to make any such appointment.

3.0 Shared Services Appointments Committee - Membership

- 3.1 The members of the committee are postholders in each Council as follows:
- Leader
 - Depute Leader
 - Main Opposition Leader
- 3.2 Substitutes for any of the above postholders are permitted from the relevant council.
- 4.0 Shared Services Appointments Committee - Other Arrangements**
- 4.1 The committee will be chaired by the council which is the lead authority for the post in question.
- 4.2 The council which is the lead authority for the post in question will make the necessary arrangements to convene the committee and will be responsible for the clerking of the committee.
- 4.3 The Standing Orders of the council which is the lead authority for the post in question will govern the operation of the Committee.

DRAFT

Report to: Clackmannanshire Council

Date: 27 June, 2013

Subject: Making Clackmannanshire Better - Update

Report by: Chief Executive

1.0 Purpose

- 1.1 The purpose of this report is to update Council on progress in taking forward the business transformation programme *Making Clackmannanshire Better (MCB)*.

2.0 Recommendations

- 2.1 It is recommended that Council notes the progress which has been made and also the activities planned over the next two months.

3.0 Background

- 3.1 Council agreed MCB at its budget meeting in February this year and an update report was provided to the Council at its last meeting in May (item Budget Strategy Update).
- 3.2 Since that time, the following progress has been made:
- a) two meetings of the Member:Officer Steering Group have taken place, the first of those on 23 May, 2013, and the second on 21 June, 2013
 - b) remits for the various governance groups have been agreed and underlying project management arrangements have been put in place
 - c) a meeting has taken place with community representatives from Tullibody to discuss taking forward the Tullibody pilot which sits within *Making Clackmannanshire Better*
 - d) discussions have taken place with community planning partners and a presentation was given to the Clackmannanshire Alliance on 7 June, 2013
 - e) there have been a number of communications within the Council to raise awareness of *Making Clackmannanshire Better* among staff (e.g. article in Grapevine, presentation to headteachers' meeting, presentation to Senior Managers' Forum, information on CONNECT intranet); some of the material is included in this report as Exhibit 1 and Exhibit 2

f) a round of budget challenge sessions has taken place involving all services and relevant issues arising from these have been incorporated into *Making Clackmannanshire Better*

Exhibit 1: recent introductory article in Grapevine

MAKING CLACKMANNANSHIRE BETTER

Chief Executive Elaine McPherson introduces *Making Clackmannanshire Better*.

What's It About?

It's about:

- reducing costs
- improving customer experience
- meeting changing customer needs
- improving performance
- achieving outcomes.

Why Are We Doing It?

The financial situation facing the Council was set out very clearly in a report by the Director of Finance & Corporate Services at the last meeting of the Council in March. This showed that the cumulative funding gap over the next four years is estimated at £23M which translates year on year as:

2014-15 - £7,242,000
2015-16 - £4,266,000
2016-17 - £5,273,000
2017-18 - £6,804,000

These represent significant levels of cost reduction at a time when there is also continuing and increased demand for council services.

This means that the Council needs a more fundamental review of what it does to ensure that it is providing the right services to the right people in the most effective and efficient ways. If we don't do this, it's unlikely the Council will achieve the outcomes it wants to achieve, be able to provide the range of services it currently does or be able to resource current levels of service performance. So *Making Clackmannanshire Better* is about taking forward a range of service improvement activities which will enable the Council to achieve its outcomes and to put itself in a sustainable position for the future.



How Is It Being Taken Forward?

At strategic level, the Council has agreed to focus on a pilot business improvement project in Tullibody. Tullibody has been chosen because it has:

- public and voluntary services delivered by a range of partners from a range of different sites
- experienced significant and prolonged deprivation in some areas
- strong, well established and engaged community groups.

The pilot project will be progressed by the Organisational Change Group which has already been established and which has been focusing to date on the Kilncraigs move. It will be overseen by a Strategic Programme Board comprising the Chief Executive, Director of Services to Communities and Director of Finance & Corporate Services as well as by a Member/Officer Steering Group. The first meeting of the Member/Officer group is due to take place in May.

However, it's not all about large scale strategic projects and all services are being asked to think more creatively about their business. Everyone can have a part to play in *Making Clackmannanshire Better*.

How Can I Find Out More?

In the coming weeks there will be a special edition of Grapevine which will give more details about *Making Clackmannanshire Better* and how individuals and teams can make sure that their improvement activities and proposals are fed into the overall programme.

What Kind of Improvement Activities?

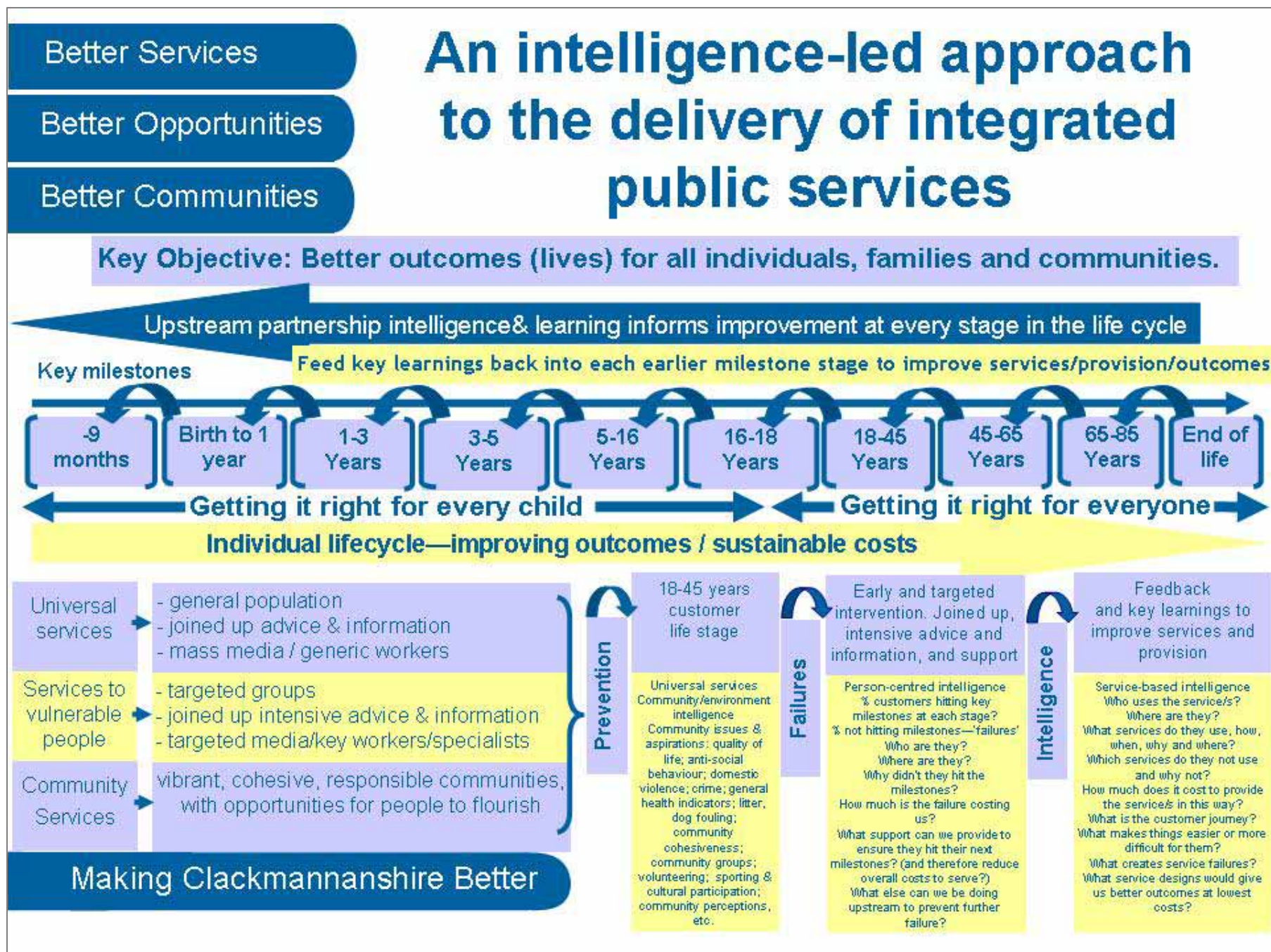
Improvement activities could include things like:

- co-location of services and/or service providers to enhance service provision and reduce property costs
- better integration of public service provision across different agencies so that the totality of resources are more effectively targeted
- alternative models of service delivery
- improving the efficiency of business processes.

We will be looking for improvement activities in teams, services and corporately, as well as across geographic localities and service user groupings. We will be looking for improvements not just in the context of council services but also, with our partners, in the context of the wider public sector.

Aren't We Doing This Already?

Up to a point, since improvement activities should be part of all our day to day operations. However, given the challenges we face, we need to make improvements on a greater scale in terms of thinking more about our specific services in the context of other Council services and other service providers, as well as making sure that all teams in the Council are doing their bit.



4.0 Future Activities

- 4.1 In respect of the Tullibody pilot, the data collection and analysis phases will be taken forward in the next two months. Data from a range of sources will be mapped and information will be provided, too, by groups from Tullibody. This exercise will provide information which will enable two or three specific priority areas for action to be determined and options appraisals then to be carried out on those. This approach will ensure that the pilot remains manageable and also for the methodology to be tested before being more widely rolled out.
- 4.2 As well as the Tullibody pilot workstream, a number of other initial strategic and corporate workstreams have emerged and these are:
- a) provision of advice, information services
 - b) public sector estate
 - fitness for purpose
 - use of facilities
 - sharing
 - school catchments
 - c) transport
 - corporate
 - partnership
 - school catchments
 - d) early years
- (see also paragraph 4.7 of this report).
- 4.3 Remits for these are in the process of being compiled and updates on progress on these workstreams will be reported to the next Council meeting.
- 4.4 As well as these strategic/corporate workstreams, there will be more localised workstreams being pursued within teams or services which staff are being encouraged to take forward under the *Making Clackmannanshire Better* banner.
- 4.5 Finally, while some initial activity has been taking place to communicate *Making Clackmannanshire Better*, it is proposed that after the recess, there should be a more formal public launch of the programme. In that regard, it is proposed that an event is held in Tullibody around late August/early September which would serve to promote MCB to a wider audience and also to engage collectively a wide range stakeholders.
- 4.6 There is Scottish Government interest in our approach to service improvement and business transformation and Sir Harry Burns, the Chief Medical Officer for Scotland and one of the national champions for the Early Years Collaborative, has expressed an interest in speaking at any event the Council might organise to promote *Making Clackmannanshire Better*.
- 4.7 Given that a meeting of the Member:Officer Steering Group is due to take place on 21 June, 2013, after this report has been circulated for Council, a

verbal update of any other developments will be given at the Council meeting on 27 June.

5.0 Conclusions

- 5.1 *Making Clackmannanshire Better* is an ambitious business improvement and transformation programme. Significant preliminary and preparatory work has been undertaken and at this stage the programme is progressing in accordance with expectations.

6.0 Sustainability Implications

- 6.1 A key driver for the Council in approving MCB was to manage the level of savings require to balance future years' budgets and to put the organisation in a sustainable financial position.

7.0 Resource Implications

Financial Details N/A

Staffing N/A

8.0 Declarations

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

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

The area has a positive image and attracts people and businesses ☒

Our communities are more cohesive and inclusive ☒

Vulnerable people and families are supported ☒

- (2) **Council Policies** (Please detail) N/A

9.0 Equalities Impact - N/A

10.0 Legality

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

11.0 Background Papers

Budget Update reports to Council of Feb 8, 2013, and May 16, 2013
Agendas for MCB Member:Officer Steering Groups

Author(s)

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Director Finance & Corporate Services	Signed : N Bridle
Elaine McPherson	Chief Executive	Signed : E McPherson

Report to: Clackmannanshire Council

Date: 27 June, 2013

Subject: Early Years Collaborative & Early Years Change Fund

Report by: Chief Executive

1.0 Purpose

- 1.1 The purpose of this report is to bring Council up to date with the Council's and Clackmannanshire Alliance's involvement in the Early Years Collaborative (EYC) which was launched in January this year.
- 1.2 In addition, the report briefs Council on the allocation of the Early Years Change Fund which was recently proposed by community planning partners and agreed by the Clackmannanshire Alliance.

2.0 Recommendations

- 2.1 It is recommended that Council:
 - a) notes the Council's the Alliance's engagement in the Early Years Collaborative and the positive impact of that engagement to date; and
 - b) endorses the allocation of Early Years Change Fund as set out in Table 1 of this report.

3.0 Background

- 3.1 A delegation from Clackmannanshire Council and the Clackmannanshire Alliance, along with 750 people from all 32 community planning partnerships in Scotland, attended the start of the Early Years Collaborative in January this year.
- 3.2 Further to that launch, the local partnership agreed a number of practical actions under three workstreams which were intended to effect a positive impact on the achievement of a range of outcomes for children and families.
- 3.3 The three workstreams are:
 - 1) Conception to 1 Year which aims to ensure that women experience positive pregnancies which results in the birth of more healthy babies;
 - 2) 1 year to 30 months which aims to ensure that 85% of all children within each Community Planning Partnership have reached all the expected

developmental milestones at the time of the child's 27-30 month child health reviews;

3) 30 months to starting Primary School which aims to ensure that 90% of all children within each Community Planning Partnership have reached all the expected developmental milestones at the time of the child starts primary school.

- 3.4 There is also a fourth workstream, Leadership, which is about championing the aims of the Collaborative and facilitating organisational engagement in it. Within the Council, at officer level the Chief Executive is the champion and at elected member level, the Convenors of the Education, Sport & Leisure Committee and the Housing, Health & Care Committee are champions.
- 3.5 The underpinning methodology of the EYC is fairly simple and it focuses on testing a range of small measurable changes which, if successful in improving outcomes on a small scale, are rolled out more widely to achieve broader impact. Since the launch of the EYC in January, each community planning partnership has been testing its own locally determined actions under each workstream.
- 3.6 Last month the second national two day session of the EYC took place in Glasgow, attended by some 800 delegates from across Scotland, took place to review and share progress since January and to enable community planning partnerships to consider how the effective practice which has emerged from the EYC can be further developed.

4.0 Considerations - Clackmannanshire Activities & Impacts (Jan-May)

- 4.1 The January session of the EYC was attended by a number of representatives of Clackmannanshire Alliance partners, including the Council, NHS Forth Valley, Police Scotland and the voluntary sector. The delegation included practitioners, elected members, managers and chief officers.
- 4.2 The activities which were take forward from January under each workstream were as follows:

Workstream 1 - aim - at least 80% of pregnant women in Clackmannanshire will have booked in for antenatal care by their 12th week of pregnancy.

Workstream 2 - aim - to increase the uptake of healthy start vitamins at Alva Medical Practice and Tullibody Health Centre

Workstream 3 - aim - health visitors will know when speech and language therapy cases for pre school children are closed and a clear reason will be given for closing the case. This will enable discussions on how these children can be further supported to improve speech, language and communication.

Workstream 4 - aim - raise awareness of the EYC and encourage buy in. Specific actions included: article in Grapevine, development of section on Clacksweb, media release on the EYC and local engagement, discussion at various management and political forums.

Early Years Collaborative Clackmannanshire May 2013

Workstream 1 (-9 months to 1 year)

Aim: at least 80% of pregnant women in Clackmannanshire will have booked in for antenatal care by their 12th week of pregnancy. This should ensure improvements in health behaviours and breast feeding rates.



Other related tests include:

- test on women's awareness that they can book direct with antenatal services and don't have to book via GP
- test on direct access phone booking in system

Test results show that pregnant women in Clackmannanshire are becoming more aware that they can book in directly with antenatal services without the need to book via their GP. There are also improvements being made in the telephone booking-in system.

Workstream 2 (1 year to 3 years)

Aim: to increase the uptake of healthy start vitamins at Alva Medical Practice and Tullibody Health Centre. It was agreed to dispense with the need to present healthy start voucher to health visitor and increase awareness of the availability of these vitamins.

Additional uptake of vitamins



Results show that increased awareness and dispensing with the need for vouchers has resulted in increased uptake of healthy start vitamins. Unfortunately, stocks of vitamins ran out in mid March causing a dip in the uptake. New supplies have now been received and uptake is increasing again.



New tests under this workstream:
• measure uptake of vitamin services following the early years screening programme (EYSP)
• measure uptake of support pack from the family centre

Workstream 3 (3 years to 5 years)

Aim: health visitors will know when speech and language therapy cases for pre school children are closed and a clear reason will be given for closing the case. This will enable discussions on how these children can be further supported to improve speech, language and communication.



Health visitor aware of reasons for discharge from speech and language therapy



Test results show that improvements are being made in communication between speech and language therapy service and health visitors. Health visitors are becoming more aware of cases being closed and the reasons for this.

Other tests under this workstream:

- measure the effects of provider effect on sharing information between providers on each service children have been referred to, measure whether it drops that all providers are at the base position to provide support

Workstream 4 - Leadership

Early Years Champion - Chief Executive Elaine McPherson

"Getting it right in the early years is the right thing to do. Ensuring we the Council and our partners provide the correct support in the first place will go some way to preventing problems later on and will help families and the wider community for years to come. The attraction of the Collaborative is its strong focus on front line action which is taken quickly, tested and then applied more widely if it proves effective."



This image shows the story board which was on display at the SECC at the recent Early Years Collaborative Event in Glasgow in May.

Each community planning partnership was asked to present information on the tests which had been undertaken since the launch of the EYC and the results of these tests.

- 4.4 These tests have shown positive results and are being developed and extended.
- 4.5 In addition, further to involvement in the May session of the EYC, a number of new tests are being developed as follows:

Workstream 1

- extend the uptake of vitamins in the antenatal period to more mothers direct from contact with midwifery services, to improve infant and maternal nutrition and promote uptake of breast-feeding

Workstream 2

- reduce length of time taken from point of allocation of a worker to direct engagement and working with a family who requires support (Children and Families Assessment and Support Service)
- investigate why some families do not wish to take up packages of support which are offered (Children and Families Assessment and Support Service)
- promote parents/carers telling children bedtime stories (Alloa and Tullibody Family Centres)
- inform parents about the use of dummies and impact on childrens talking skills (Tullibody)
- roll out test to increase uptake of Healthy Start vitamins to Tillicoultry

Workstream 3

- use of socialisation resources (Clackmannan)
- improving communications between adult mental health services and Family centre services (Tullibody)
- improve readiness for learning via Active Start programme and increase physical activity (Alva)

Workstream 4

- extend political and organisational knowledge and understanding of EYC
- consider application of methodology more widely
- engage other voluntary sector organisation in undertaking test
- undertake development work with staff to further embed the model

5.0 Early Years Change Fund

- 5.1 Clackmannanshire has been allocated £385,905 in 2013-14 and £557,503 in 2014-15 from the Early Years and Early Intervention Change Fund to effect a change programme which will deliver effective early intervention to strengthen support to children and families.
- 5.2 Proposals for the use of that were produced by community planning partners including, in addition to the Council, the third sector, Police Scotland and NHS Forth Valley. Those proposals were then discussed and prioritised through

the multi-agency Clackmannanshire Early Years Early Intervention Group resulting in the agreed priorities set out on the table overleaf.

- 5.3 The agreed allocation of resources from the Early Years Change Fund takes into consideration the critical issues and complex challenges faced in Clackmannanshire and prioritises. The priorities sit very firmly within the priorities of the Single Outcome Agreement, the Clackmannanshire Integrated Children's Services Plan, the Local Early Years Framework Implementation Plan and our delivery of the Early Years Collaborative.
- 5.4 The priorities also fully meet the Scottish Government criteria for expenditure of the Early Years Change funds. The Alliance, through the Council, will be required to report back on the expenditure to the Scottish Government clearly detailing our local priorities and how the funding has improved outcomes for children and families in early years.

6.0 Conclusions

- 6.1 The Early Years Collaborative has been a positive experience so far from the Clackmannanshire perspective. Already it has led to some changes in practice which are directly benefitting families and it is also enabling improved collaboration at practitioner level. From a council perspective, the underlying methodology is starting to be used more widely to review business processes unrelated to the EYC. The next national EYC session is in October when further progress will be reported by each community planning partnership.
- 6.2 The local allocation of the Early Years Change Fund represents positive investment in key priorities which have been set out in the Clackmannanshire SOA and the Council's own corporate plan, *Taking Clackmannanshire Forward*. In particular

from the SOA:

- Vulnerable people and families in Clackmannanshire are supported
- Health is improving in Clackmannanshire
- Substance misuse and its effects are reduced
- Our public services are improving

from *Taking Clackmannanshire Forward*:

- Ensuring the best attainable start in life by early implementation of the Getting It Right for Every Child principles and practices
- Providing additional funding to improve nursery provision in Clackmannanshire

7.0 Sustainability Implications

- 7.1 The purpose of the EYC is to effect positive and sustainable changes in outcomes for families and children.

8.0 Resource Implications

Financial Details N/A

Staffing N/A

Table 1 - Priorities for Early Years Change Fund Expenditure in 13/14 and 14/15

- 1.** One full time temporary Health Visitor to work across the Early Years Service, with a particular focus on working with the Early Years teams on Early Intervention and Parenting. This is of particular importance in assessment of parenting capacity and will also support our delivery of the National and development of the local Parenting Strategy.
- 2.** One full time temporary Community Mental Health Worker, (Early Years) particular focus of work to work with parents early, on issues including anger management, self esteem, overcoming anxiety, depression and stress control. The post will work on both an individual and group work basis with families. There is also a focus on young parents where we are seeing within Clackmannanshire an increasing number of young parents presenting with early stages of anxiety.
- 3.** Development of Community Childminding /daycarers service - the childminders will be recruited and trained as part of our Fostering and Adoption Service as a tiered approach to providing a suite of services for parental support. This area of work will also link strongly to corporate parenting priorities and support for Kinship Carers.
- 4.** Development of discretionary childcare support fund for up to 18 year olds returning to school going through the Young Parents Project (CLD) - there have been significant concerns around the increasing number of teenage pregnancies within Clackmannanshire and the availability of appropriate childcare support to enable the young parent to return to school.
- 5.** Provision of extended day places in nursery for children referred as requiring this support. This is of significant importance to children referred through social services as requiring this additional support and in particular to enable the child to meet their developmental mile stones.
- 6.** Provision of additional educational psychologist hours 3 days per week working across Early Years services including work with parents and children who have experienced loss, trauma and abuse.
- 7.** Provision of a range of therapeutic Intervention programmes targeted across Early Years Services. Focus of work will range from looking at resilience, stability and attachment. Work will also focus on the needs of LAC to secure better outcomes.
- 8.** Provision of additional Speech and Language Therapy services in our Early Years, targeted at children under 3 years of age this will directly support the priority of all children having a 27-30 month screening check. Development of appropriate communication skills and language is a key priority in supporting the delivery of the Early Years Collaborative Workstream 2 stretch aim in reducing the number of children in Clackmannanshire at age 27 months with difficulties in early language and communication.
- 9.** Provision of early years teacher hours in a Local Authority nursery provision which provides extended day and full day provision to support parents who are using the service for employment and access to or in training.
- 10.** Provision of Co-ordination hours to support the delivery of the National Parenting Strategy and to develop the service to include a joint Parenting Strategy across Clackmannanshire and Stirling. The hours will be matched funded from Stirling Early Change Fund. This will also support the delivery of the Government led Psychology of Parenting programme across the Authority.

9.0 Declarations

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

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

The area has a positive image and attracts people and businesses ☒

Our communities are more cohesive and inclusive ☒

Vulnerable people and families are supported ☒

(2) **Council Policies** (Please detail) N/A

10.0 Equalities Impact

10.1 N/A

11.0 Legality

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

12.0 Background Papers

<http://www.eycollaborative.co.uk/>

<http://www.scotland.gov.uk/Topics/People/Young-People/Early-Years-and-Family/early-years-collaborative>

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CLACKMANNANSHIRE COUNCIL

Report to CLACKMANNANSHIRE COUNCIL

Date of Meeting: 27 JUNE 2013

Subject: SINGLE OUTCOME AGREEMENT 2013-2023

Report by: HEAD OF STRATEGY & CUSTOMER SERVICES

1.0 Purpose

- 1.1. The purpose of this report is to present to Council Clackmannanshire's Single Outcome Agreement (SOA) for 2013-2023. The report also provides information on the Quality Assurance (QA) and approval process for Single Outcome Agreements agreed by Ministers and COSLA in May 2013.

2.0 Recommendations

- 2.1. It is recommended that:
- 2.1.1 Council approve the final SOA for 2013-2023.
- 2.1.2 Council notes the QA and formal approval approach agreed by Ministers and COSLA.

3.0 Considerations

Context and Background

- 3.1. The Single Outcome Agreement sets out the partnerships' vision for securing long term outcomes for Clackmannanshire. It has been drawn up in consultation with our Community Planning partners and aligns with guidance produced by Scottish Government in December 2012.
- 3.2. This Single Outcome Agreement for 2013-2023 is significantly different from previous agreements, and meets the national expectations for 'step change' set out in the national review's published 'Statement of Ambition'. A clear focus of this agreement is greater integration of public service delivery across the partnership which will enable the Alliance to improve effectiveness and efficiency of our public services. A further focus of this agreement is to align the work of the partnership with national reform agenda on health and social care integration, shaping care for older people, early years collaborative and Police and Fire reform.

Quality Assurance and Formal Approval

- 3.3. An advanced draft Single Outcome Agreement for 2013-2023 was approved by Council on 14th March 2013 and submitted to Scottish Government at the end of March 2013. In May Ministers and COSLA agreed and implemented a Quality Assurance approach on draft Single Outcome Agreements with the aim of agreeing Improvement Plans and formally approving SOA's by the end of June 2013. The QA approach has three main aims which are to:
- Give Council leaders and Ministers confidence that SOA's are well developed and set the course for effective partnership working and joint delivery of outcomes;
 - Provide each CPP with useful feedback and challenge to help further develop its SOA and undertake improvement thereafter; and
 - Identify steps that that will require action from the Scottish Government and local government to enable CPPs to develop and improve.
- 3.7 The Quality Assurance team, which met with the Council's Chief Executive and Head of Strategy & Customer Services, Clackmannanshire on June 13th, comprised senior officers from NHS Orkney and Police Scotland. The QA approach was largely informed by key elements of the SOA guidance issued in December 2012 but was also complemented by Audit Scotland's report on 'Improving Community Planning in Scotland', high level findings on draft SOAs by the Improvement Service and more detailed analysis undertaken by Scottish Government policy teams.
- 3.8 The outcome of the QA process is the joint identification of a small number of key priorities or improvement actions which will provide the basis for continued development and improvement of SOAs and in due course will be reflected in SOAs as improvement plans. Although we are yet to receive the agreed Improvement Plan, indicative feedback was provided on strengths and weaknesses of the SOA through the QA visit.
- 3.9 In terms of strengths we have received initial feedback that the SOA shows good understanding of place, evidences strong CPP leadership and governance and practical implementation of integrated working approaches through Integrated Mental Health and Shared Services. Initial areas for improvement include explicit narrative on joining up resourcing, particularly around reshaping care for older people and Health and Social Care Integration, and clearer narrative on linking outcomes to reduce reoffending and youth justice. Although these sections have been strengthened following QA feedback, the formal approval process provides scope for these improvements to be made over the course of developing the Single Outcome Agreement in its first year.
- 3.10 Following update based on feedback provided as above, a final SOA 2013/23 for Clackmannanshire is attached at Appendix 1.

4.0 Resource Implications

- 4.1. There are no direct financial implications arising from this report, although there will be strategic impact with potential resource implications in implementing this Single Outcome Agreement.
- 4.2. There are no staff implications arising from this report, though there will be a strategic impact, with potential staff implications in implementing this Single Outcome Agreement

5.0 Exempt Reports

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

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

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

7.0 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 ☐

8.0 Legality

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

9.0 Appendices

- 9.1 Appendix 1 - Clackmannanshire SOA 2013/23

10.0 Background Papers

- 10.1 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 ☐

Scottish Government and CoSLA briefing papers on National Review of CPPs and SOAs.
Scottish Government Statement of Ambition
Guidance on Single Outcome Agreements
Quality Assurance of Draft Single Outcome Agreements

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Clackmannanshire Single Outcome Agreement 2013-2023



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INTRODUCTION

This Single Outcome Agreement is a joint statement from the Clackmannanshire Community Planning Partnership, and sets out our vision for securing long term outcomes for our communities in Clackmannanshire. The Clackmannanshire Alliance presents this Single Outcomes Agreement in conjunction with the Local Policing and Fire plans for Clackmannanshire, as a suite of closely integrated plans focused on delivering positive outcomes for communities.

The Single Outcome Agreement for 2013-2023 priorities have been jointly developed, agreed and approved by all partners in the Clackmannanshire Alliance. As a partnership, we recognise the context for delivering these ambitions is unprecedented, with public sector reform, welfare reform and poor economic forecasts increasing degrees of complexity. Whilst the context is challenging, it underlines the importance of strong collaborative working, of which we are justifiably proud in Clackmannanshire.

This SOA has been developed in the full knowledge that step change is needed now if we are to break the cycle of deprivation that creates inequalities in Clackmannanshire, whilst rising to the challenge of ensuring the sustainability of high quality universal services that are essential for our most vulnerable groups and communities.

This agreement sets out our vision, priorities and objectives for Clackmannanshire for the next 10 years. By the end of that period, the way services are delivered in Clackmannanshire will have a very different look and feel from the present. They will be delivered in a much more integrated way, not limited by organisational considerations or boundaries, at the heart of which will be a 'whole systems' approach, designed around customer life stages delivering positive outcomes, through getting it right for all our children, adults and communities. Our systems will be focused on prevention, with collective, intelligence-led working focusing collective resources at points of early intervention that will deliver better opportunities for all. Services will be focused on place, with all agencies working collectively with communities, not in a paternalistic way, but as equal partners, releasing potential, and realising community aspirations in ways that will deliver sustainable regeneration and growth.

In essence, this SOA is about a better Clackmannanshire; better, more sustainable and integrated services, working collectively enabling better and more cohesive communities, creating better equality of opportunity and therefore a better quality of life for all our citizens.



UNDERSTANDING PLACE - ABOUT CLACKMANNANSHIRE

Our Communities and partners have high expectations for Clackmannanshire as a place to live, work and visit. We have in recent years seen improvements in transport links, a £2 million programme of improvements to Alloa's town centre and significant improvements to Clackmannanshire's educational infrastructure. We have also seen improvements across a range of quality of life measures, and evidence of the gap closing between our most and least advantaged communities in Clackmannanshire.

This Single Outcome Agreement however is ambitious and focuses on improving outcomes for people living in Clackmannanshire, as well as addressing and preventing the causes of chronic deprivation that affects a relatively small number of communities in Clackmannanshire, but which has a high impact for many families. This section of the Single Outcome Agreement, is about understanding our communities, understanding the issues and impacts of future challenges as well as the opportunities for partners to improve the outcomes for people living in Clackmannanshire.

The partners of the Clackmannanshire Alliance commissioned several pieces of key work to better understand our communities in Clackmannanshire. This work has ensured that partners have a sound understanding of the issues, challenges and opportunities for our communities. The key pieces of work that have enabled partners to understand place are;

- Independent review of the impact of Public Sector change and reform on Clackmannanshire.
- A joint strategic assessment of local, national and partnership evidence and data
- A council-led review on economic resilience in Clackmannanshire, in light of welfare reform in particular.
- Partners development sessions with community partners.

Economy & Growth

One of the key future challenges for Clackmannanshire, is the national and our local response to the continuing economic picture. Clackmannanshire has shown a steadily worsening economic picture compared with other areas in Scotland and we continue to see rising trends of unemployment well above the national average. Clackmannanshire also evidences downward trends of employment, higher than average levels of youth unemployment and higher than average levels of dependency on key benefits. Clackmannanshire also features relatively high levels of school leavers with negative destinations and relatively poor rates of business start ups.

The impact of the economy, together with current and future challenges of public sector reform, cuts in public expenditure and the impact of welfare reform, will have a significant impact on local people living in Clackmannanshire. We expect to see;

- Increased dependency on key benefits as a result of fewer jobs and rising unemployment trends.
- Increased numbers accessing key benefits, together with impact of welfare reform, reducing household incomes and impacting on levels of homelessness, debt and social problems.
- Lower incomes and lower spend in Clackmannanshire, impacting on businesses relying on local spend, and also impacting on demand for core services and support provided by partners.

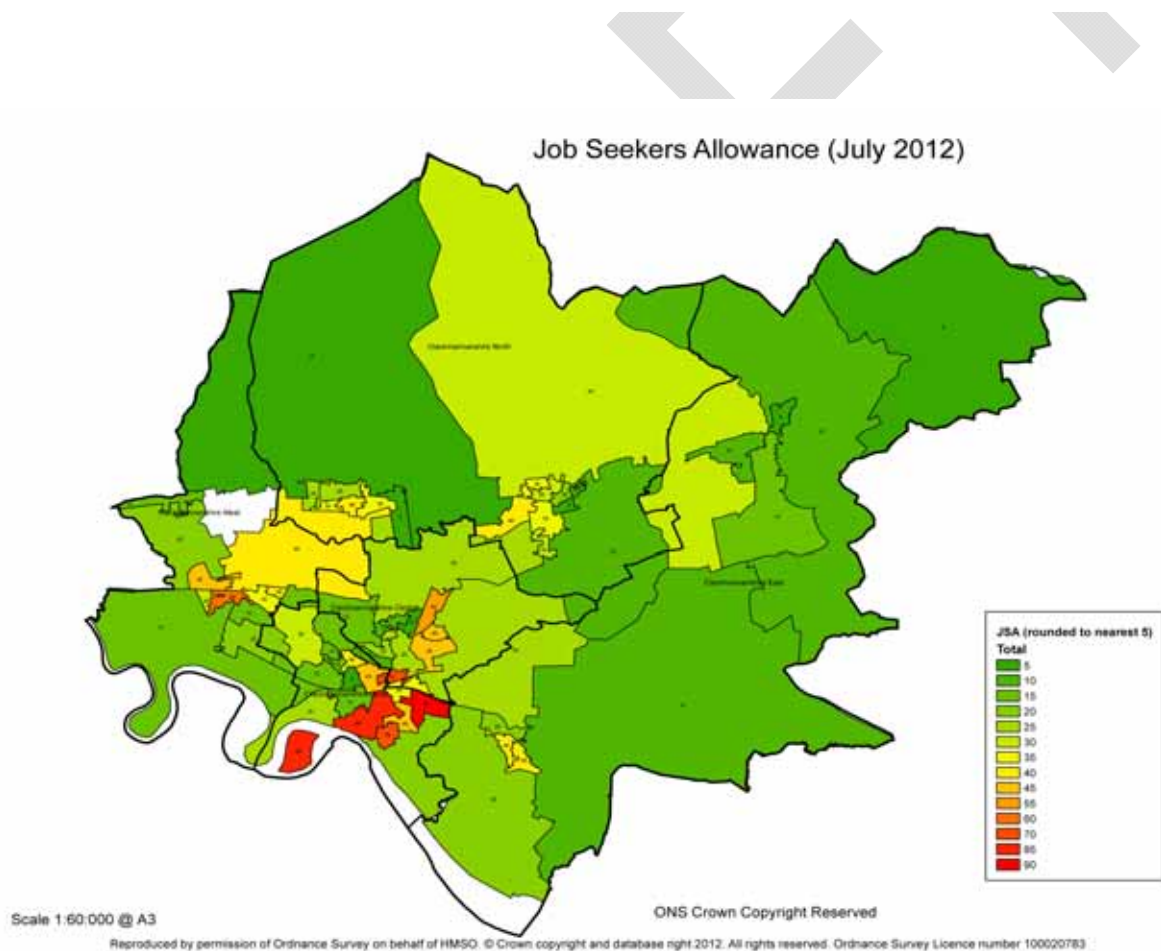
We know from work undertaken in preparation of this Single Outcome Agreement that these impacts are likely to be compounded by further job losses in both the private and public sector, rising costs of living, lower welfare income into Clackmannanshire, significant issues in managing revenues through changes to welfare payments as well as factors such as provision of money and debt advice, homelessness and health and social impacts on communities already significantly disadvantaged. We also recognise the importance of the third sector in this challenging context and the vital role they play in providing services and support to communities experiencing difficult financial circumstances.

Key Benefits

Although the overall proportion of the working age population claiming key benefits slightly decreased between 2011/12, young people claiming key benefits increased. The numbers of working age population claiming Job Seeker's Allowance increased by 14% between 2010 and 2012, with female and 18-24 year old claimants contributing significantly.

In 2012, one in ten young Clackmannanshire was dependent on Job Seeker's Allowance (higher than the national average of 7.1%). Dependency on Job Seekers Allowance is most evident in parts of Alloa, where the rate is more than twice as high as for Scotland.

This map shows the communities in Clackmannanshire with the highest numbers of people dependant on Job Seekers Allowance



Demographic Change

In the last ten years the population of Clackmannanshire has grown by approximately 6%, almost twice as quickly as the population of Scotland. Current projections suggest that by 2035 Clackmannanshire's population will grow by 13.8% from 50,630 people to 57,629. The most significant change will be in pensionable groups - by 2033 every fourth person in Clackmannanshire will be 65 years old or more, and overall dependency ratio for the elderly will almost double meaning that there will only be two people aged 15 - 64 for every person over 65 years old. This puts both financial and societal pressures on the council to put appropriate actions in place over the coming years.

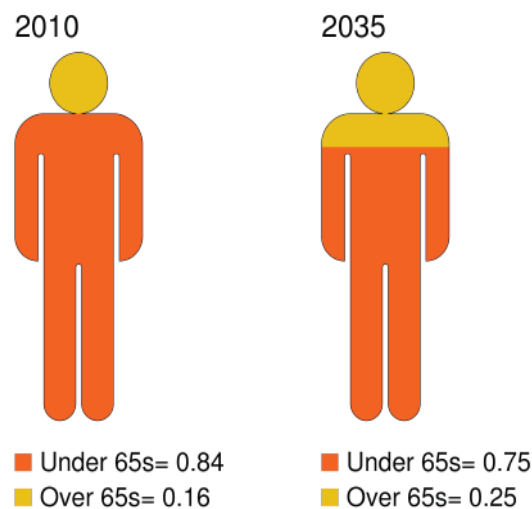


Figure 1 Age structure change, 2010 - 2035

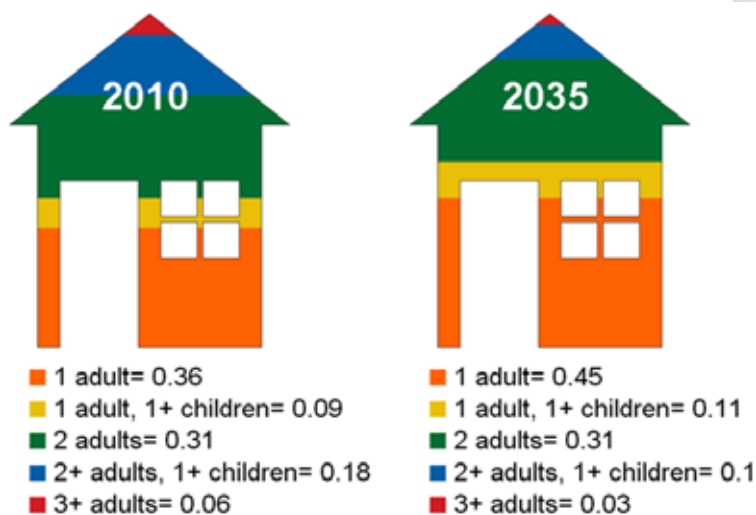


Figure 2 Households size change, 2010 - 2035

The number and structure of Scottish and Clackmannanshire's households is also expected to increase and significantly change by 2035. Clackmannanshire is expected to see a 28% rise in households (which equals to 256 new households annually), which is higher than the projected rise for Scotland. The next 25 years will see Clackmannanshire and the whole of Scotland move away from the traditionalist multi-person household towards small, single-adult households. These will increase by 62%.

Clackmannanshire, reflecting the national picture, will see structural change to households by 2035 with almost half of all households being a home to a single adult. The number of larger households (two adults with more than one child) is expected to decline by over 10% by 2035. Over the next 25 years, the demand for single households will be 30% higher than it currently is.

Health and Well-being

Partners in Clackmannanshire have a clear understanding of the complicated correlation between economic and growth factors and the health and well-being of a community. Sustainable employment and income are necessary for ensuring positive health and wellbeing, and a thriving economy relies on people who are fit, and ready for employment. Education, employment and income are therefore crucial factors in preventing and eradicating social inequality.

The key factors impacting the health and wellbeing of residents and communities in Clackmannanshire are predominantly quality of life indicators including poor mental health and familial and cyclical health risk behaviours (smoking, diet, exercise, alcohol). Health inequalities across Clackmannanshire are stark with high instances of teenage pregnancies, poor maternal health, smoking and alcohol dependency in our least advantaged communities. These factors, along with low

ability and aspiration to access employment and development often results in long term negative outcomes for families - a pattern which is passed from generation to generation.

Tackling health inequalities, particularly around early years is crucial for improving health and well-being outcomes for communities in Clackmannanshire. Partners recognise that the highest demand on core services in Clackmannanshire come from a relatively small number of families in concentrated areas of our communities. Partners also recognise that health inequality and wellbeing is inextricably linked with wider health and social factors including alcohol and substance use, crime and anti-social behaviour and violence in the home.

Natural and Built Environment

Clackmannanshire is fortunate to have a wide variety of open spaces, including formal areas such as parks and play areas, and more natural areas such as woodlands, glens and hills. These sites are linked to each other and the rest of the County by an extensive active travel network, including paths and cycle ways. Improving the quality of our open spaces is an important factor in improving health and wellbeing as well as promoting Clackmannanshire as an attractive place to visit.

Conservation of our heritage and buildings, and managing vacant and derelict space is another important factor in improving our communities in Clackmannanshire. Clackmannanshire has seven conservation areas, which are areas of special architectural and historic interest, mostly in the centre of towns and villages. Some of these, such as Alloa Tower and Castle Campbell, are already visitor attractions, while others are being explored and promoted through the Ochils Landscape Partnership.

Clackmannanshire's greenhouse gas emissions have risen since 2005, and per-capita emissions are significantly higher than the Scottish average. The increase in emissions is mostly attributable to industrial and commercial sources which demonstrates the importance for partners to work with local business to help reduce greenhouse gas emissions.

UNDERSTANDING PLACE - KEY ISSUE, CHALLENGES AND OPPORTUNITIES

Looking forward there are a number of key issues, challenges and opportunities that the Alliance must focus on. These areas have been identified in partnership and are based on sound evidence.

Local Economy & Growth

Clackmannanshire has rising trends, and higher than average levels of unemployment, youth unemployment and benefits dependency, particularly in our most vulnerable communities. At present, in comparative terms at least, we perform more poorly than any other local authority area in relation to positive destinations for school leavers. The local economy reflects the unprecedented context of the national economy, which remains in a period of very poor economic growth. The key challenges identified for Clackmannanshire are:

- Low aspirations for young school leavers.
- School leavers insufficiently equipped and skilled to take advantage of what opportunities there are in local job market.
- Low job density in Clackmannanshire and barriers to accessing jobs in neighbouring areas.
- Fewer jobs and more people seeking employment as a result of welfare reform
- Local businesses impacted by reduction in local spending

Opportunities identified, where partners can collectively impact include:

- Aligning support to businesses, business start-ups and engagement with schools and Forth Valley College around a clear understanding of business growth sectors in Clackmannanshire;
- Creating apprenticeships, skills programmes and volunteering opportunities for local young people leaving school that link with local industry demands.
- Significantly raise aspirations for young people leaving school - this could include education on the realities of unemployment and benefits dependency.
- Assisting local people to access employment outwith Clackmannanshire through travel support.
- Providing good quality integrated information, advice and appropriate support services to assist people to access funding for training and job opportunities;
- Providing good quality integrated information, advice and appropriate support in relation to welfare reform, money and debt management;
- Ensure that procurement policies and practices of all partners do not disadvantage local employers or social enterprises.

The demand for housing continues to grow and household numbers rise, but the impact of the economy has reduced the volume of new houses being built and the ability of families to secure funding to buy their own homes. There is increasing pressure on the housing system to provide low cost homes for more people. We need to provide a healthy mix of housing of different types and tenure to provide sustainable options but particularly for additional affordable housing to meet the needs of the community. There is also a need to provide new family homes to try and reduce the age imbalance and contribute to housing led economic regeneration.

We also know that the structure of our population and households are projected to change. We will see a higher than the national average increase in the number of households in Clackmannanshire, and a shift towards smaller single adult households from traditional multi-person households. A key issue for Clackmannanshire is therefore ensuring the availability of good quality, efficient and affordable housing that meets the needs of our changing population structure. With ambitious national targets for achieving energy efficiencies, an average investment of £7000 per home is required to meet early targets and an even greater investment required to meet the 2050 target.

Demographics - an ageing population

We have a rising population in Clackmannanshire with people living longer and with people of pensionable age making up the largest proportion of the rise in population. Medical advances are improving clinical outcomes significantly, which includes increasing numbers of adults with complex needs living much longer. As our population overall ages, conversely the working age population is projected to fall over the next 10 years. The cost for partners of looking after an increasingly elderly population, will therefore rise dramatically at a time when the wealth creating working age population is expected to contract. With little prospect of growth in public sector budgets, without new approaches, reducing resources will inevitably migrate towards acute health and social care services for these older people. Planning for more however, will not be sufficient, we will also have to shift resources significantly towards anticipatory health care approaches, including public awareness and health advice and information services, that will enable more of us to remain healthier for longer, and therefore stemming the increasing burden on health and social care service. The integration of health and social care therefore will play a crucial role in ensuring sustainable, high quality service provision.

The demand for housing continues to grow as household numbers rise, but the recession has reduced the volume of new houses being built and the ability of individuals to find the funding needed to buy their own home; meanwhile the number of families on low incomes and dependent on welfare is increasing. There is increasing pressure on the housing system to provide low cost homes for more people. We need to provide a healthy mix of housing of different types and tenure to provide sustainable options but particularly for additional affordable housing to meet the needs of the community. There is also a need to provide new family homes to try to reduce the age imbalance and contribute to housing-led economic regeneration

Improving energy efficiency and reducing fuel poverty is a priority because of its impact on individual households and their quality of life, and because of the damaging effect on the environment. It is important that we take advantage of the various initiatives available which provide an opportunity to significantly improve the energy efficiency of local homes as well as bringing investment into the local economy and supporting jobs in the energy business.

Households suffering from fuel poverty can be especially vulnerable so it is crucial to target this group to ensure that these individuals are aware of all the programmes available to assist them. Some will also be affected by welfare reform, cutting their household benefits and reducing rent subsidies which will worsen fuel poverty levels.

Community Well-being & Prevention

Clackmannanshire has a number of communities which have experienced multiple levels of deprivation for over a generation, with high levels of income, employment and education deprivation commonplace. Economic modelling also indicates we may also have a number of communities, that without preventative interventions, may be on the cusp of high levels of deprivation, with the impact of the recession and welfare reform likely to make its biggest impact on the families living in these areas.

Health inequalities across Clackmannanshire is stark with higher instances of teenage pregnancies, poor maternal health, smoking and alcohol dependency in our least advantaged communities. There is a high demand on partner services and core provision from a relatively small number of groups and families in concentrated areas of our communities. Identifying and supporting these vulnerable families is a key component of our prevention and early intervention approaches.

These provide clear indicators for targeting approaches. This includes opportunities to reduce demand through preventative approaches, or at least earlier interventions, including advice, information and support targeted at high risk groups to ensure healthy lifestyles are adopted earlier and maintained throughout life. Furthermore, there is a compelling case, within the context of the early years and GIRFEC frameworks, for adopting intelligence-led approaches, focusing integrated partner support on the relatively small number of complex families that have a disproportionate impact on cost. By modelling our framework around key life stages, we can bring sharper focus on events or

behaviours that will indicate where support is required, enabling services to be directed at where they will have the greatest impact.

We already know that health and social inequality is higher and entrenched in some communities in Clackmannanshire. Cyclical patterns and trends evidence that approaches and resources need to be better coordinated and targeted at prevention and earlier intervention if we are to break the cycle of inequality.

Some of the key areas identified, where partners can ensure focused impact are;

- Identifying the families and groups which are most vulnerable to the impact of the economy, welfare reform and poverty and target collective resources to provide information, advice and support;
- Ensure that change funds are aligned with our life stages concept and enable transformational change around the prevention and early intervention agenda;
- Ensure our partnership support frameworks are streamlined, inclusive and shaped around key life stages and milestones throughout a life, within the context of the 'customer's journey' and an overall quality management system that aims to get it right first time, every time;
- Focus multiagency efforts on hitting key early years milestones, as defined within the Early Years Collaborative, that are proven to improve outcomes for children;
- Effectively integrate multiagency tactical and operational processes and information sharing systems around the GIRFEC framework, aimed at hitting key milestones that are proven to improve outcomes for children and young people;
- Within the context of Early Years and GIRFEC frameworks, focus intensive multiagency support where we know it will have the greatest impact, i.e. improve parenting, life skills, including problem solving, healthy life choices and employability of high risk adults at known effective 'teachable life moments' to stop the cycle and patterns of negative and risk behaviours, including with alcohol and substances;
- Improve systems for information sharing at tactical and operational levels to enable, where milestones are not being met, there is rapid and early intervention to provide support, or where appropriate, challenge behaviours that are putting themselves and others at risk, particularly around youth justice and re-offending.;
- Integrate advice and information services within the concept of learning communities to improve general population health, quality of life and wellbeing including improved community cohesion.

Community Regeneration & Development, Sustainability & Community Resilience

With public service budgets reducing year on year, combined with other pressures, including the demands and costs associated with an aging population, it is inevitable that the public sector will continue to contract, focusing increasingly on essential public services and how they are designed and delivered. Our vision for Clackmannanshire includes public services focussed on place with all partners working in an integrated way with communities to deliver services around customer life journeys within a 'whole systems approach'.

Achieving this will require partners to engage communities in ongoing dialogue so that they can understand impact, influence local priorities and ultimately shift the nature and design of local services. Community regeneration and development should lie at the heart of this dialogue, with public and third sector providers working in partnership with communities, bringing to bear the power of combined and collective assets on a coproduction basis to deliver community aspirations, based on plans for place. Ensuring the frameworks to enable engagement and empowerment of communities is a key challenge and opportunity for all partners in Clackmannanshire.

Improving sustainability and community resilience, in its widest sense, will also bring opportunities for partners in Clackmannanshire. Our vision of services shaped around place will require our communities to be resilient and empowered to solve problems for themselves. Whilst all partners have a duty to contribute to national targets to reduce Scotland's greenhouse gas emissions, the

solutions and consequences are also challenges facing communities, not least energy efficiency and the impact of climate change.

The effects of climate change in Clackmannanshire are well known including; the likelihood of hotter, drier summers and warmer, wetter winters with increased frequency and intensity of unpredictable extreme weather events causing flooding, subsidence, wind damage and heat stress with additional knock on health and economic impacts. A key challenge for the partnership will be to ensure that everyone in the community, including businesses, is prepared and able to adapt, and that partners are able to respond to changing demands for services and to disruptions to service delivery caused by extreme weather events. Through its Public Duties, the Scottish Government has set an ambitious target of reducing greenhouse gas emissions by 42% by 2020 and 80% by 2050, across all sectors. Achieving these ambitious targets will require the collective will, resources and assets of all partners and communities.

The quality and quantity of the natural and built environment varies across the county, with some communities better able to take advantage of it than others. We recognise that a well-managed and well-used environment contributes to improving people's lives and attracts businesses in a number of ways; conversely, poor and degraded environments are associated with health inequalities. There is a clear case for undertaking improvements to the natural environment with environmental management and enhancement contributing to community wellbeing, both in the short and long term. Environmental work can reduce the impacts of climate change such as increased flood risk; provides opportunities for volunteering and employability; land based, green and low-carbon industries and tourism offer opportunities for business, increased employment and training, and cycling routes provide alternative routes to work and school helping combat congestion and reduce emissions.

PLANNING FOR OUTCOMES - OUR VISION FOR CLACKMANNANSHIRE 2013-2023

The Clackmannanshire Alliance has ambitious aspirations for improving outcomes for residents in Clackmannanshire's communities. The Alliance has well established foundations of partnership working in Clackmannanshire and aims to build and improve on those foundations in the implementation of this Single Outcome Agreement over the next 10 years.

In meeting the key challenges and opportunities in *Working Together for A Better Clackmannanshire* our vision is;

Better, more sustainable integrated services, working collectively enabling better more cohesive communities, to create equality of opportunity and a better quality of life for all.

To achieve our vision the Alliance has agreed 9 priority outcome areas for focus over the next 10 years. These priorities are set out in our Community Plan 'Working Together for Clackmannanshire 2010-2020' and were developed with our partners. These 9 priority outcomes are closely aligned with the national performance framework, Scotland Performs, set out at Appendix B of this agreement. Our 9 priority outcomes are:

- Clackmannanshire has a positive image and attract business and people;
- Communities are more inclusive and cohesive;
- People are better skills, trained and ready for learning and employment;
- Communities are and feel safer;
- Vulnerable people and families are supported;
- Substance misuse and its effects are reduced;
- Health is improving;
- Our environment is protected and enhanced;
- Our public services are improving

The following six key areas of inequality identified within the National Review on Community Planning and Single Outcome Agreements are integral to our priority outcomes areas:

- Early Years and Early Intervention
- Outcomes for Older People
- Employment
- Economic recovery and growth
- Health improvement
- Safer and stronger communities

Within these priority outcome areas, the Clackmannanshire Alliance has identified 10 year long term outcomes, 3 year medium term outcomes and 1-3 year areas for action. Each of the six areas of inequality are reflected in these outcomes and areas for action. Outcomes and areas for action are established under 2 key priority areas which are;

- Economy and Growth and;
- Community Wellbeing.

There are a number of key strategies in Clackmannanshire which set out how improved outcomes will be secured for Clackmannanshire. These key documents include; the Community Plan for Clackmannanshire, the Councils Corporate Plan for 2012-2017, the Local Policing Plan for Clackmannanshire and the Local Fire Plan for Clackmannanshire. These strategies are all closely aligned with the priorities and areas for action in this Single Outcome Agreement.

Appendix B sets out the links between our local priorities and the national priorities for Scotland.

Developing the Single Outcome Agreement for 2013-2023

The Clackmannanshire Alliance commenced the process of developing this Single Outcome Agreement in March 2012. This process has included and involved every partner at each stage of the development, culminating in a public consultation that took place in January and February 2013.

In developing this Single Outcome Agreement the Alliance took a number of key steps. Firstly we commissioned several pieces of work to inform our collective priorities for Clackmannanshire. This work has ensured that partners have a sound understanding of the issues, challenges and opportunities for our communities in Clackmannanshire, and also understand the collective outcomes that we aim to achieve as a partnership. The key pieces of work that have informed this process include:

- An independent review of the impact of Public Sector change and reform on Clackmannanshire;
- A joint strategic assessment of local, national and partnership evidence and data;
- A review of economic resilience in Clackmannanshire, in light of welfare reform in particular;
- A review of good practice and 'pathfinder' projects in Scotland;

In addition to this work, the Alliance has held a number of workshops and development days with all partners. This has included facilitated work with partnership teams, facilitated work with Alliance partners and facilitated development sessions with community partners. These sessions have been held throughout 2012/13 to explore and identify priorities, new ways of working, areas for action and how to collectively manage performance and continuous improvement. Our community partners, through Clackmannanshire Third Sector Interface, Joint Community Councils Forum and Tenants and Residents Federation have been involved at each development workshop. Consultative briefings have also been held with senior managers and elected members, followed by a partnership wide and public consultation.

Delivering Transformational Change

In responding to the national review, Christie and the publication of the 'Statement of Ambition' the Alliance has followed key principles in determining the priority action areas, and in determining where resources will be focused. These principles are:

- Shifting partnership focus and resources towards prevention and early intervention
- Integration of public services at a local level, enabling a focus on 'whole systems' approach.
- Investment in leadership, capacity and development of our people working and supporting the delivery of this Single Outcome Agreement.
- Transparency, accountability and innovation in delivery, performance and accountability of performance.

These principles form the basis for how partners will deliver the 'step-change' that is expected through this Single Outcome Agreement. Much of the work that partners have done to date is in mapping out and designing what we will do in moving towards more integrated design of services and 'whole systems' approaches of working. The Clackmannanshire Alliance accepts that this is a long-term vision, however the foundation for achieving this vision are laid through this Single Outcome Agreement.

In ensuring that the partnership is organised to enable transformational change, we have agreed 4 practical steps which will shape services around the customer and in line with 'whole systems' approaches. These steps are:

- To integrate our intelligence gathering, information sharing and community engagement and development resources and approaches;

- To organise the totality of our collective resources, not according to organisational boundaries, but as needed to deliver agreed positive outcomes for Clackmannanshire;
- To embed agreed priorities for Clackmannanshire within all our relevant strategies and plans and take action to deliver these as part of a culture of collective responsibility;
- To integrate our performance management and reporting arrangements to enable sound scrutiny and accountability to local elected members.

All partners in Clackmannanshire are committed to achieving our vision in delivering transformational change and the steps that are necessary to ensure that we are appropriately organised to enable change. A number of key projects are underway in driving forward our transformation agenda currently. These include;

- A mapping exercise around existing whole systems approaches and early years framework;
- A partnership review of Reshaping Care for Older People (RCOP) ensuring its alignment with this Single Outcome Agreement;
- A project reviewing our work in supporting vulnerable people, particularly around the impact of welfare reform and poverty;
- A project reviewing our approaches to engaging with our communities;
- A project reviewing co-location of key partners
- A review and mapping of all voluntary sector organisations providing services in Clackmannanshire.
- The establishment of a business improvement 'locality management' pilot project in Tullibody.

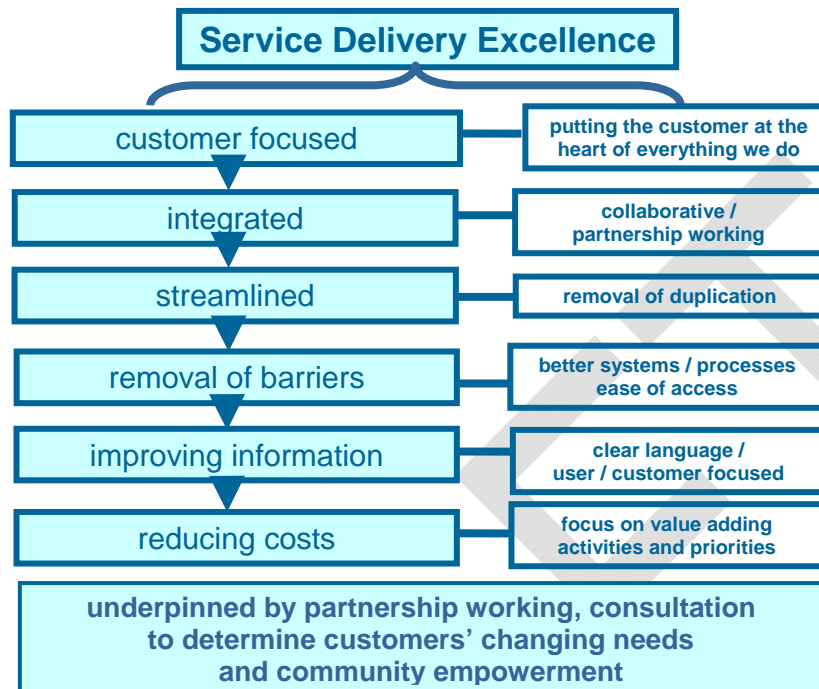
All partners in Clackmannanshire are clear about the importance of an increased pace of change in implementing the changes necessary in how we deliver service and secure improved outcomes for our communities. Although the process is ongoing, the Clackmannanshire Alliance have made significant efforts in ensuring that the correct structures are in place with the right partners and right people in order that we can deliver effective and efficient transformational change in deploying the key areas for actions set out in this agreement.

Enabling Transformational Change in Clackmannanshire

Achieving transformational change in how we deliver services requires the partnership to improve outcomes for people, tackle inequalities and ensure financial sustainability in the face of continuing challenges. This approach will ensure a more efficient and effective focus on public service delivery, with clear mechanisms for accountability of delivering outcomes.

The partnership identified local outcomes on how we will achieve transformational change. These outcomes, which are set out in [Figure 5](#) ensure that services are; designed around local needs; we share resources and integrate service delivery where appropriate with a view to reducing delivery costs; we remove barriers and duplication in providing services to communities; we improve our information and our interventions are shaped around priorities. Underpinning these outcomes are the principles of working in partnership, consultation and engagement with communities and empowering our communities.

Figure 5 - Transformational Change Service Delivery Outcomes

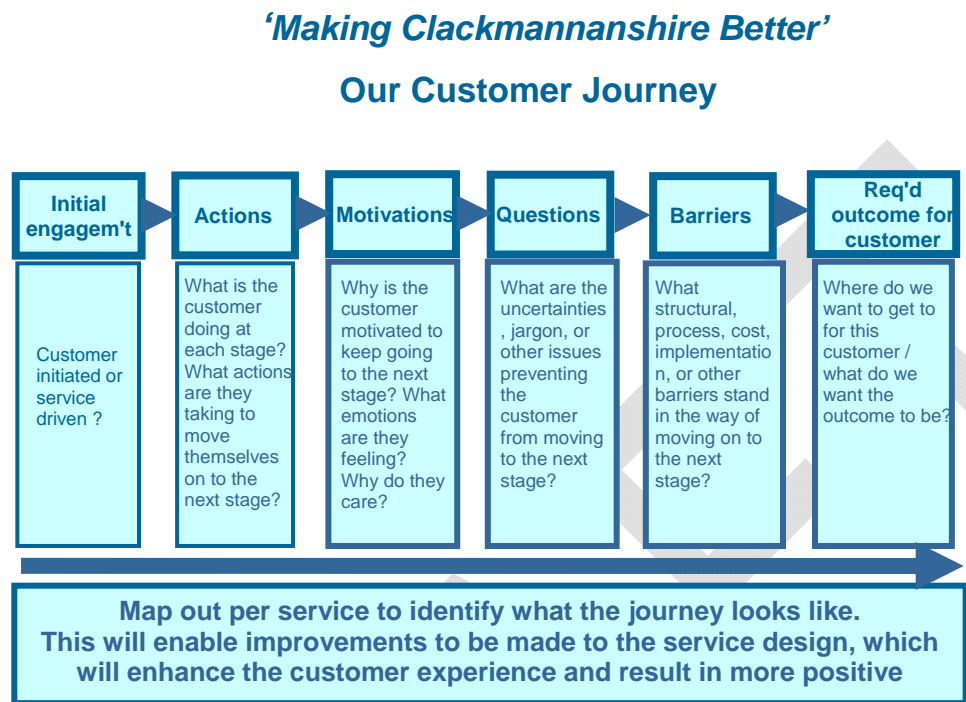


Vision for integration

In Clackmannanshire, the key to securing transformational change in through our vision for partnership and integrated working. Designing and shaping services around the needs of our collective customers, or the 'Whole Systems Approach' is central to delivering improved services for our communities and ultimately in securing improved outcomes for Clackmannanshire. This approach involves all partners collectively designing services around communities, needs and priorities - both at a strategic and operational delivery level. This vision builds on well established models of integrated working around shared services, health and mental health services, GIRFEC, Early Years and Whole Systems Approaches around youth justice.

Our vision for integrating public services is shaped around the customer journey. Our vision recognises that in progressing through the main life stages partners have several opportunities to support positive progression. The model at figure 6 sets out the customer journey and maps out each interface that the customer has with services through that journey, the opportunities and the barriers. The model helps to highlight how better integrated and more streamlined service design around the needs of the customer can help prevent failure of achieving positive outcomes.

Figure 6 - Our Customer Journey

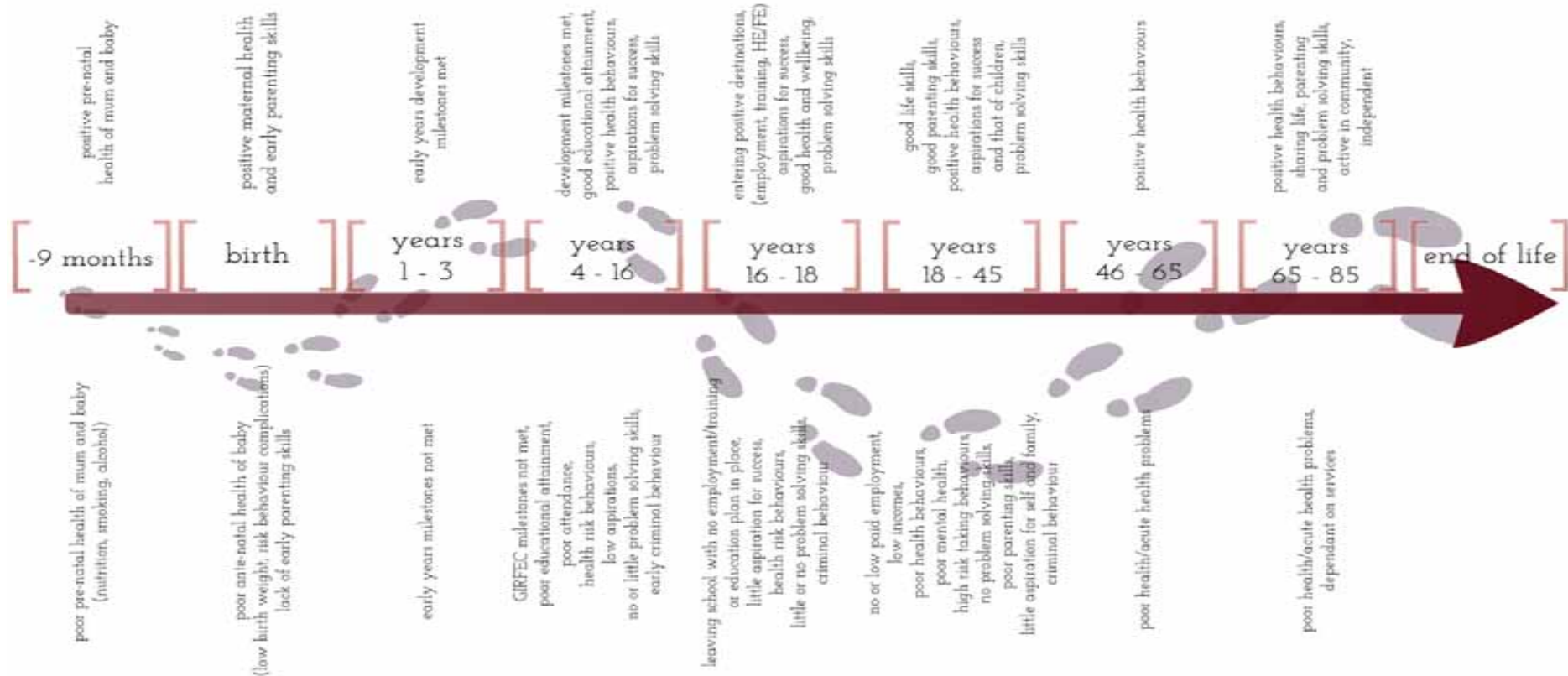


In achieving our vision of integrated service provision around the needs of customers the Alliance has established a 'cradle to grave' timeline which follows both the positive and negative milestones throughout the main lifestages. This ensures that our focus is on prevention and early intervention at each stage of a customer's life cycle, and ensures that where there are barriers to positive life milestones that we can identify them early and intervene to prevent escalation. The concept of our customer journey follows the principles from early years collaborative work through to reshaping care for older people. The whole process will be underpinned by GIRFEC, but supported by a similar early intervention and prevention approach aimed right through adulthood. **Figure 7** sets out the Customer Life Journey 'Cradle to Grave' timeline.

This customer journey helps partners to identify where, when and what something is impacting on a child, adolescent or adult in reaching positive life milestones. Where an issue is identified, cross partner interventions will be in place to provide support around a Whole Systems Approach model of delivery. A key part of our vision is to streamline and improve the pace of intervention for each problem identified for each customer. This process will be enhanced through improved information sharing, intelligence and performance management. In designing and shaping our services around this model, partners will be able to target resources around prevention and towards the most vulnerable families in our communities.

Figure 7 - Customer Life Journey

The Customer Journey through Life Stages



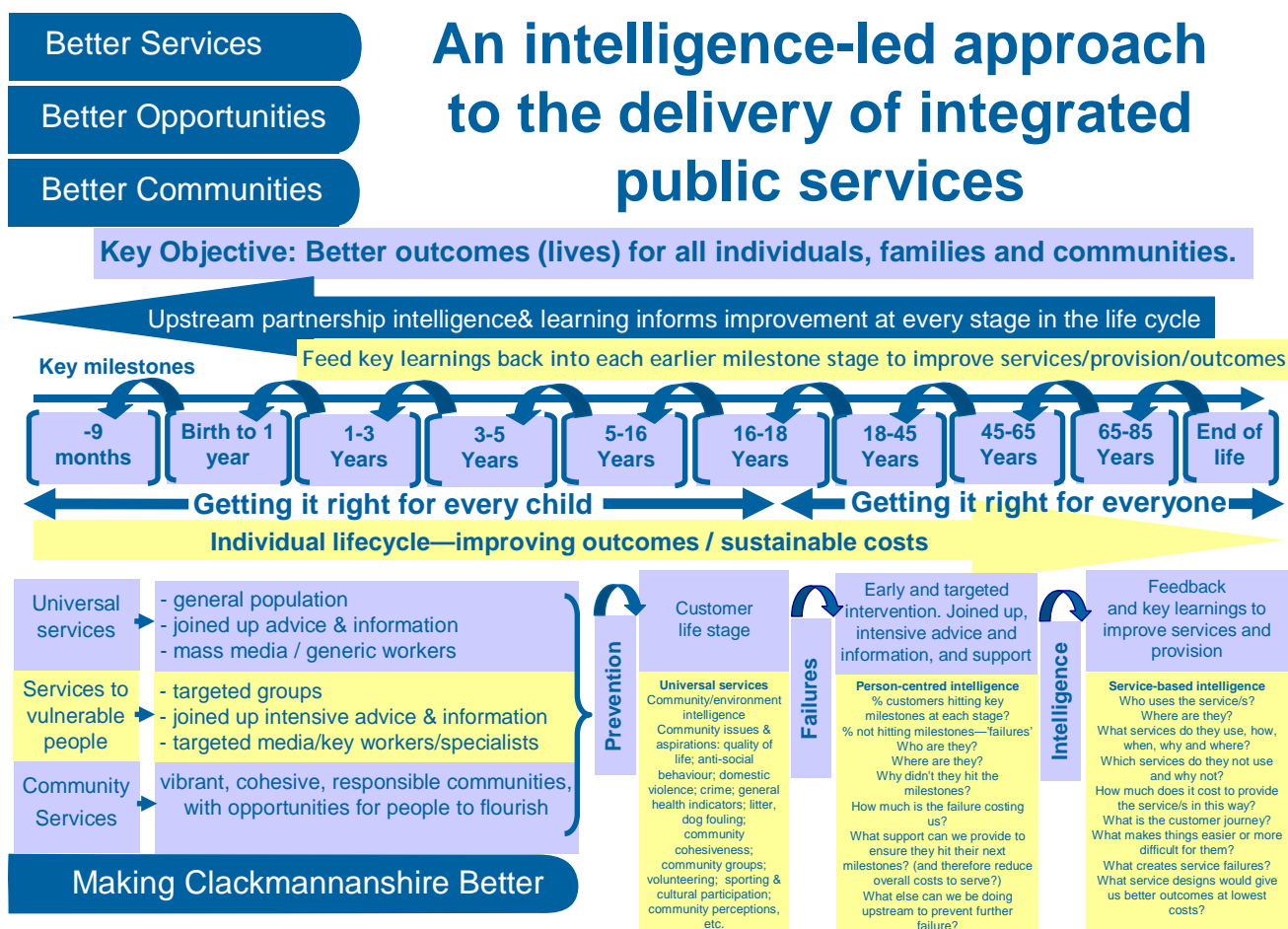
Making Clackmannanshire Better: Tullibody, Cambus & Glenochil Pilot

As a key part of how we will shape integrated services in Clackmannanshire around the needs of customers and communities, the Council has approved and the Alliance agreed the establishment of a pilot in Tullibody, Clackmannanshire. This is an extremely important development as it seeks to guide the design and development of the model for service delivery in the future, based on both the learning and options encountered through the pilot process. The pilot project, which will commence in 2013/14 will investigate options to;

- co-locate of services and/or service providers to enhance service provision and reduce property costs (for instance through local hubs)
- Improve integration of public service provision so that resources are more effectively focused on agreed shared priorities, including prevention and early intervention..

The Alliance has already supported the community to develop a Community Action Plan, which sets out its main issues, vision and aspirations. With the community and voluntary organisations at the heart of the planning and decision-making process, the pilot will ask difficult questions of partners including exploring alternative service delivery models. The Pilot will be undertaken in three main tranches looking at data collection and mapping; data analysis and formulation of options and recommendations and lessons learned.

Figure 8 below illustrates key elements of the intelligence-led approach that will help form the blueprint of integrated working in Clackmannanshire.



1 Priority Action Area - Economy, Skills and Growth

Developing the economy, skills, economic recovery and growth in Clackmannanshire is a major priority. Clearly the partnership context for delivering outcomes within this priority takes place within the wider context of national legislation and policy. Our priority outcomes must therefore respond to that context within the parameters of national reform and approaches for economic recovery and growth.

The senior partner representatives within the **Business, Skills and Jobs Partnership** are collectively responsible for the delivery of actions and approaches aimed at achieving the following outcomes.

Community Planning Priority outcomes

- Clackmannanshire has a positive image and attracts people and business;
- People are better skilled, trained and ready for employment;
- The environment is protected and enhanced for all;
- Our public services are improving.

Long terms Outcomes - 10 Years	Short Term Outcomes - 3 Years	Priority Action Areas - Years 1-3
<ul style="list-style-type: none"> ▪ Our businesses are thriving ▪ Clackmannanshire is known for its opportunities for new and expanding businesses 	<ul style="list-style-type: none"> ▪ Attract new jobs and business to Clackmannanshire ▪ Support the growth of the existing business base in Clackmannanshire - particularly in developing growth sectors. ▪ Increase opportunities for enterprise and employment through the development of social enterprise. ▪ Clackmannanshire is becoming recognised for its entrepreneurial initiatives 	<ul style="list-style-type: none"> ▪ Working with local traders, property owners and communities, draw up blueprints to revitalise our high streets, including the use of innovative approaches for using vacant, derelict or underused premises ▪ Working with all partners and stakeholders to secure and promote external funding for Clackmannanshire. ▪ Develop a solid understanding of the business base, supply chains, business growth sectors and opportunities ensuring that an adequate pipeline of opportunity exists. ▪ Ensure public sector procurement policies and processes to sustain local employment and local community benefits. ▪ Develop a model which enables volunteers and trainees to be ready for work and then placed with employers who will receive wage subsidy support for a minimum of 12 months. ▪ Provide integrated business support activities focussed on business start-ups, growing existing businesses and supporting social enterprises. ▪ Evaluate and deliver further phases of the Invest in Clackmannanshire initiative.

Long terms Outcomes - 10 Years	Short Term Outcomes - 3 Years	Priority Action Areas - Years 1-3
<ul style="list-style-type: none"> Local people have support to take up local jobs Our residents are able to take up employment here and elsewhere Our school-children are successful learners More school leavers go into employment, education or training. The workforce is better qualified Public transport is improved, enabling people to access jobs, services and the area's attractions <ul style="list-style-type: none"> Visitors and residents benefit from the areas attractions We make the best use of our exceptional environment Clackmannanshire is achieving economic recovery in line with national trends. The landscape has been restored and transformed as part of the Central Scotland Green Network, attracting businesses and increasing enterprise and creativity 	<ul style="list-style-type: none"> Improve attainment and aspirations for young people leaving our schools Support local people to take up jobs both locally and in neighbouring areas. Improve pipeline between local employers and schools and FV College. Development of the third sector as a key route to employment. <ul style="list-style-type: none"> Improve perception of Clackmannanshire, both from residents and those living outwith Clackmannanshire. Improve our approaches in marketing and promoting Clackmannanshire as a place to live, work and visit. We have increased levels of house building and town regeneration. The landscape has been restored and transformed attracting businesses and increasing enterprise and creativity. 	<ul style="list-style-type: none"> Deliver environmental improvements that make settlements more attractive places to live and work, and attract investment <ul style="list-style-type: none"> Stimulate and co-ordinate local apprenticeship and training & support schemes, focused particularly on 16-24 year olds. Provide integrated advice, information and support services to ensure local people can access job opportunities/markets locally and in neighbouring areas. Working with local employers to review current and future skills requirements locally and develop pipeline approach with schools and FV College. Implement and review the Clackmannanshire employability strategy. Reduce the impact of welfare reform on families and the local economy through support for employment and training and provision of an integrated advice, information and support services, which include debt and money management. Develop community transport initiatives to support local people accessing employment. Provide environmental volunteering opportunities to help develop confidence and improve marketable skills in the workforce <ul style="list-style-type: none"> Work in partnership with tourism partners and BIDS teams to develop and implement marketing and communications strategies for Clackmannanshire. Deliver the Ochil's landscape Partnership initiative. Work with partnership and communities to bring vacant land into beneficial use. Work with partners to develop an events strategy to promote and maximise opportunities from the Homecoming 2014, Commonwealth Games and Ryder Cup in 2014. Improve access networks to make it easier and

Long terms Outcomes - 10 Years	Short Term Outcomes - 3 Years	Priority Action Areas - Years 1-3
		<p>cheaper for people to commute between settlements by walking and cycling, and help visitors and residents enjoy the area's attractions</p> <ul style="list-style-type: none"> ▪ Deliver improvements to public open spaces which make them more attractive places to use, improving physical and mental health and community safety

Appendix A sets out the performance framework for delivering this priority. Annual measures for priority action areas under this priority will be set out in the partnerships delivery plan.

2 Priority Action Area - Well-being and Early Intervention

The work of this partnership team encompasses a wide range of outcomes which include engaging, supporting and developing our communities, ensuring our communities feel safer, and addressing the range of inequalities which impact on families and communities in Clackmannanshire. Its focus is reducing levels of inequality, deprivation and poverty, particularly that experienced in our least advantaged communities.

The cross-cutting nature of the partnership is based on a recognition that families and communities experience multiple and interrelated barriers to well-being which are required to be addressed collectively. To achieve this, the partnership will need to adopt a whole systems, intelligence-led approach allowing resources can be better focussed on prevention and early intervention. A key part of this approach is alignment and joint delivery of the Clackmannanshire Policing Plan, Clackmannanshire Policing Ward Plans and Clackmannanshire Fire Plan.

Senior partner representatives within the **Community Well-Being Partnership** are collectively responsible for the delivery of actions and approaches aimed at achieving the following outcomes.

Community Planning Priority outcomes

- Our communities are more inclusive and cohesive;
- Our communities are and feel safer;
- Our vulnerable people and families are supported;
- Substance misuse and its effects are reduced;
- Health is improving;
- The environment is protected and enhanced for all;
- Our public services are improving.

Long terms Outcomes - 10 Years	Short Term Outcomes - 3 Years	Priority Action Areas - Years 1-3
<ul style="list-style-type: none"> Local people participate in local democracy and in community life. We have fewer stigmatised communities Our communities are free from the visible signs of crime and disorder, and people feel safe in their homes. All children have the best possible start in life The cycle of substance misuse in families is broken Our opportunities are not limited by poor health We have reduced the number of properties that are at risk of flooding We have minimised the amount of waste we send to landfill People feel good about their physical surroundings, and use and enjoy outdoor space 	<ul style="list-style-type: none"> Increased satisfaction with public services in Clackmannanshire More residents say that public services in Clackmannanshire work well together Service delivery costs are reducing More residents say they have improved quality of life More residents say there is a strong sense of community Fewer people are fearful of becoming a victim of crime More residents are volunteering/involved in community life More residents feel good about their physical surroundings and use and enjoy outdoor space. Fewer residents are in fuel poverty Increased proportion of adults in Clackmannanshire are physically active Reducing emergency admissions to hospital Self assessed general health is improving Improved support to people with care needs Fewer numbers of children on Child Protection Register Women experience positive pregnancies which result in the birth of more healthy babies as evidenced by a reduction of 15% in the rates of stillbirths and infant mortality by 2015 85% of all children within Clackmannanshire have reached all expected developmental milestones at the time of the child's 27-30 month health review, by the end of 2016. 90% of all children within Clackmannanshire have reached all expected developmental milestones at the time the child starts primary school, by the end of 2017. 	<p>Put in place effective models that:</p> <ul style="list-style-type: none"> seamlessly integrate public service operational delivery; enables the totality of partner resources to be focused on prevention and early intervention approaches Put in place effective integrated local community partnership plans for all communities that harness all community assets to build a platform for early intervention approaches and sustainable community development, and regeneration/employability opportunities. Put in place effective integrated anticipatory care/prevention. programmes that promote and significantly improve adult health/healthy ageing, complimenting health and social care priorities for older people Put in place effective fully integrated models of service delivery organised around the GIRFEC framework, providing targeted and intensive early intervention support that breaks down the cycle of social inequality and deprivation.

Appendix A sets out the performance framework for delivering this priority. Annual measures for priority action areas under this priority will be set out in the partnerships delivery plan.

Partnership Structure

Clackmannanshire has clearly established mechanisms for delivering Community Planning, with clear commitment and vision from partners in delivering better outcomes for our communities. The Clackmannanshire Alliance has, over the past 12 months, been developing its processes in order that we can deliver the transformational change required to deliver this Single Outcome Agreement.

As part of our work, and in response to the national review on SOAs and Community Planning, the Alliance has undertaken a programme of self-assessment using the Public Sector Improvement Framework (PSIF). Along with stakeholder engagement and consultation, this work has enabled the partnership to consider its strengths and areas for improvement in moving forward with the ambitious programme of change set out in the Single Outcome Agreement.

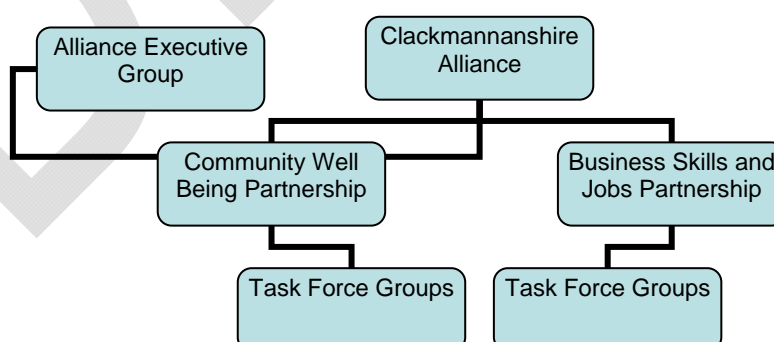
In early 2012 the Clackmannanshire Alliance approved and began to implement a new partnership which would enable us to address the areas for improvement that we identified. The new structure, which streamlined the CPP from 7 supporting partnership teams to 2 reflected the priorities emerging through early preparatory research and consultation. The new structure aims to ensure that the CPP;

- Creates and builds strong shared leadership;
- Improves governance and accountability;
- Successfully mobilises resources towards agreed priorities;
- Puts communities at the heart of community planning;
- Continuously improves partnerships (leadership, governance, capacity and performance)

The Community Planning Partnership in Clackmannanshire is governed by the Clackmannanshire Alliance. The Clackmannanshire Alliance is chaired by the Leader of Clackmannanshire Council, and provides clear leadership in driving forward the implementation of the Single Outcome Agreement. The Alliance is supported by an Executive Group and two partnership teams. Each partnership team have supporting groups, which are either established or task and finish groups. **Figure 9** shows the structure of the Clackmannanshire CPP.

Full details of Alliance functions, responsibilities, accountabilities and membership are set out in the partnership Memorandum of Understanding.

Figure 9 - Structure of the Clackmannanshire CPP 2013.



Governance and Scrutiny

The Clackmannanshire Alliance, through this Single Outcome Agreement has set a stretching and ambitious programme for change over the next 10 years. To ensure that we achieve this programme of change, the Alliance has been very clear about the requirement to strengthen governance and accountability and aligned planning and performance management of partners. This is particularly important, given the wide spectrum of priorities for which the Clackmannanshire Alliance is jointly responsible, including health and social care integration and police and fire reform.

The Clackmannanshire Alliance recognises that effective scrutiny ensures that the people of Clackmannanshire are receiving the best possible services as well as achieving best value across the partnership. Effective scrutiny is at the heart of sound governance arrangements and requires a culture of openness and transparency in delivering real improvements in the way that the partnership drives performance. The process of scrutiny also provides community engagement and democratic accountability. Engagement with stakeholders can help to improve the legitimacy, quality and impact of recommendations arising from scrutiny review and challenge.

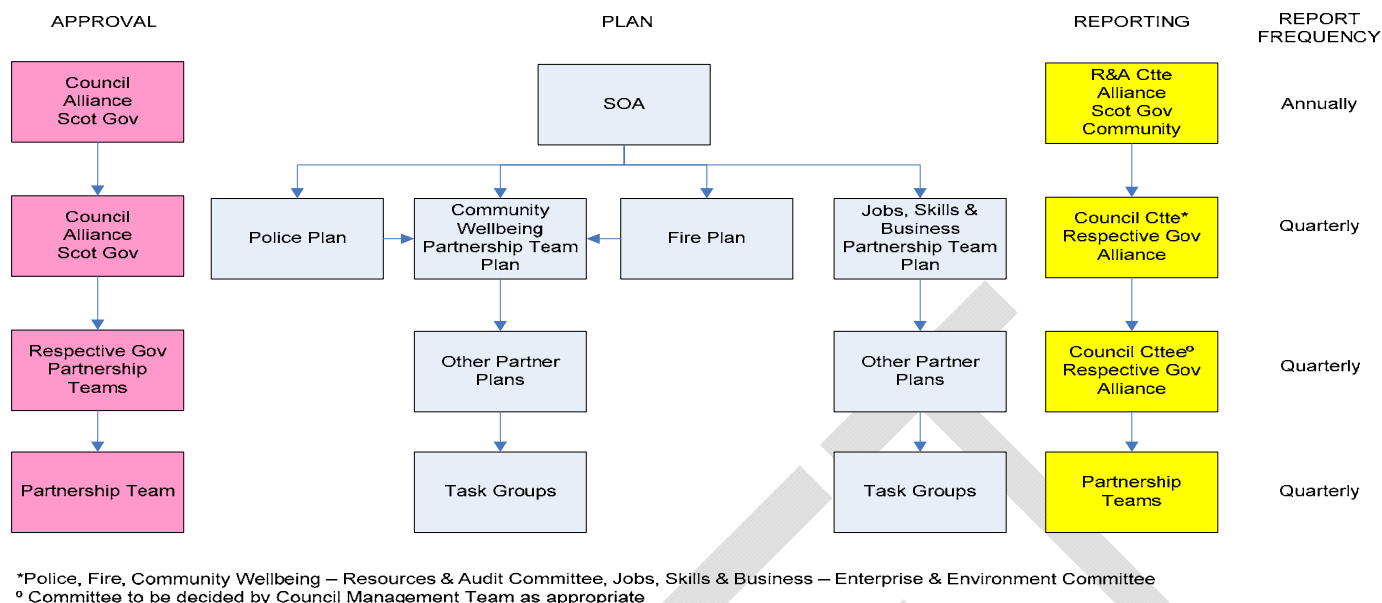
Effective scrutiny provides the opportunity to constructively challenge partners in order to make evidenced based recommendations. It also provides the opportunity for scrutinising members to represent the views of local constituents and to provide community leadership. Underpinning effective scrutiny in Clackmannanshire are a number of key principles. These are that scrutiny will be; member-led, consensual and based on non-party political principles; focussed on the needs of service users and the public; based on evidence and built on a culture of constructive challenge.

The Clackmannanshire Alliance has set out its arrangements for effective scrutiny, which follows a review of Clackmannanshire Councils scrutiny framework. The arrangements which are detailed at **Figure 10** aim to provide a solid basis for holding partners to account in delivering the change programme set out in this Single Outcome Agreement.

In February 2013, Clackmannanshire Council approved the establishment of a sub-committee, of its Resources and Audit Committee, for all scrutiny of community planning, its effectiveness and the performance of key external partners. The sub committee will meet on a regular frequency around the parent Resources and Audit committee and will also report its proceedings into the parent committee.

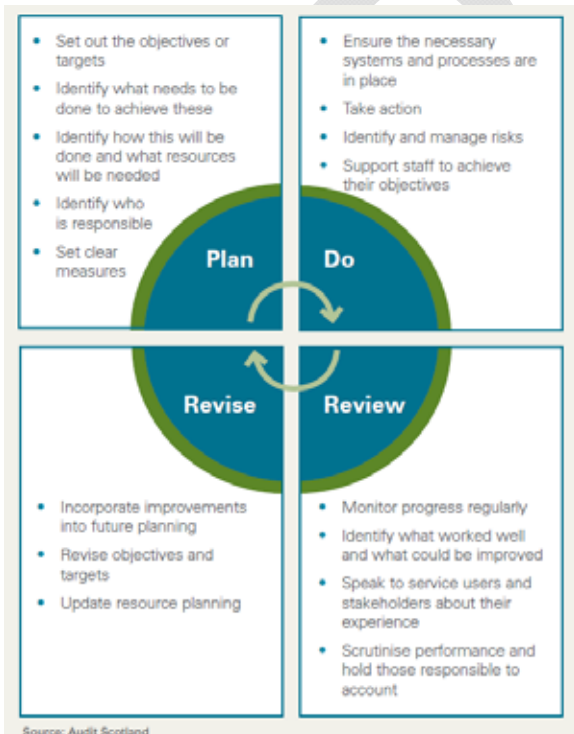
The remit of the sub-committee is to provide effective scrutiny of community planning and its impact; provide effective scrutiny of delivery of the local Police Plan for Clackmannanshire and the local Fire Plan for Clackmannanshire and provide effective scrutiny of public sector reform. Regular plans and performance reports will therefore be scrutinised through the committee and appropriate partners held to account for delivering outcomes.

Figure 10: Local Arrangements for reporting and scrutiny



Performance and Continuous Improvement

Managing performance across the partnership is key in ensuring informed decision making, mobilising resources appropriately, assessing progress and performance and ensuring accountability. Good performance management is also about continually improving the way that we work - leadership, governance, engagement and shared goals and priorities.



The performance framework underpinning this Single Outcome Agreement, has been developed in line with the key guidance on managing performance, published by the accounts commission in 2012. The performance framework for the partnership is based around an ongoing cycle of Plan-Do-Review and Revise, and ensures the following principles of good partnership performance are met;

- Clearly defined outcomes;
- Joint agreement on what success looks like;
- Clear process for reporting performance

Appendices A and B set out the performance framework for ensuring delivery of the outcomes in this Single Outcome Agreement. The performance framework aims show what will be different for communities in Clackmannanshire in 10 years time, what will need to be achieved in 3 years if we are to make our long term improvements and the measures and targets that will demonstrate positive impact. This performance framework has been jointly developed

through specific work with partners on establishing a robust set of outcomes, measures and ambitious targets. Performance against these outcomes will be reported to the Sub Committee of Resources and Audit on a quarterly basis. These performance reports will also provide the basis for our Public Performance Reporting responsibilities, which will be presented on our web pages and through our residents newspaper.

This Single Outcome Agreement also sets out annual areas for action, which will form two partnership business plans - a Community Well-being Plan and an Economy, Skills and Growth Plan. Each plan will be approved by committee and will set out detailed areas for business for each partnership team. Each business plan will contain impact and success measures, a risk register and will be reviewed on an annual basis. Performance in delivering these plans will be presented to the Alliance and scrutinised at the appropriate committee.

All partnership performance management information will be recorded, managed and reported through Covalent performance management system to ensure a consistent basis for reporting.

Figure 11 sets out the cycle of continuous improvement which will drive forward the basis for improving performance and improving outcomes for our communities.

Figure 11: Community Planning Cycle of Continuous Improvement



Engagement and Empowerment

The Clackmannanshire Alliance recognises that our communities are at the heart of community planning, and if we are to realise the ambitions set out in this SOA, then we need to be working in close partnership with our communities. This Single Outcome Agreement sets out our ambitions in working co-productively with communities to harness our community assets and enable early intervention approaches, sustainable community development and regeneration and employability opportunities to be achieved.

Community partners have been involved at every stage in shaping this Single Outcome Agreement and our aspirations for Clackmannanshire are shared. All partners in Clackmannanshire recognise the individual and different expectations and needs from our communities and we are committed through this agreement to collectively understand these needs and creating genuine opportunities for engaging, involving and empowering communities.

The creation of the Clackmannanshire Third Sector Interface (CTSI) is providing opportunities to reposition the community and voluntary organisations and social enterprises that make up the Third Sector in Clackmannanshire as key delivery partners within the community planning framework, enabling those services to be integral to our whole systems and integrated models of working.

The Clackmannanshire Alliance has a strong record of engaging and involving our Third Sector partners; a position that will be strengthened through the delivery of this Single Outcome Agreement. Clackmannanshire also has a strong and resilient sense of community, with approximately 400 active community and voluntary organisations all making a vital contribution to the quality of people lives in Clackmannanshire.

Clackmannanshire has robust mechanisms in place for engaging and involving communities. Our community councils, tenants and residents federations and the Clackmannanshire Third Sector Interface are all represented at the Clackmannanshire Alliance and its partnership bodies. Through them the Alliance will ensure it is able to consider the third sector perspective at strategic levels of decision making. Our community councils and tenants and residents associations provide community leadership within their communities, representing the views and interests of Clackmannanshire residents to decision makers and organising activities which promote self-help and foster community spirit.

Wider engagement with the community and voluntary sector is achieved through the Clackmannanshire Third Sector Forum. Through joint forums the community councils and tenants and residents federations they provide input to key aspects of decision making and planning processes and they provide feedback on the performance of public services.

The performance and continuous improvement of the work of the Alliance is based on a strong culture of community consultation and engagement. The Alliance benefits from the information that the residents panel in Clackmannanshire has provided since 2006, with the most recent survey completed in October 2012. The results from the residents panel has informed the development of this Single Outcome Agreement and is an integral part of the Alliance's reviews of its performance. In late 2011 the Alliance also held residents focus groups in four communities on a range of themes.

Appendix A - Clackmannanshire Single Outcome Agreement Performance Framework

Economy, Skills and Growth					
What will be different in 10 Years time?	What needs to be different in 3 years time?	How will we measure success	Where are we now?	2016 Target	2023 Target
Our local businesses will be thriving	<ul style="list-style-type: none"> We will have attracted new jobs and businesses to Clackmannanshire. We will have provided support to new and existing businesses - particularly in our growth sectors. We will have an increase in the number of social enterprises in Clackmannanshire 	Number of businesses receiving business advice/support as % of total businesses supported.	28%	35%	50%
		Number of new businesses and survival rates in first year.	105 91%	increase	Increase
		Total Business Stock numbers:	1180	Increase	Increase
		Number of existing businesses employing more than 50 employees.	145	Increase	Increase
		Number of Social Enterprises	Baseline to be established		
		Proportion of vacant commercial property	Baseline to be established		
<p>Clackmannanshire is known for its opportunities for new and expanding businesses</p> <p>Visitors and residents will benefit from our attractions</p> <p>We make the best use of our exceptional environment</p> <p>We are achieving economic recovery in line with national trends</p>	<ul style="list-style-type: none"> Our residents, partners and business sector recognise that we are maximising our opportunities. We have increased our local, national and regional profile - with more people living in, working in and visiting Clackmannanshire. We have maximised the opportunities provided from the homecoming, Commonwealth Games and Ryder Cup in 2014. We are benefitting from vacant and land and property and our town centres are more attractive, vibrant and enable increased enterprise and creativity. 	% of adults who rate Clackmannanshire as a good place to stay.	90%	92%	94%
		Number of annual visitors to Clackmannanshire	Baseline to be established		
		Tourism revenue	£15.54 m	Increase	Increase
		% residents who believe that Clackmannanshire is benefitting from economic revival	31%	40%	60%
		% residents satisfied with better physical environment	38%	45%	60%
		Number of new House builds	29	Increase	Increase
<p>Local people have support to take up local jobs</p> <p>Local people take up employment here and elsewhere</p>	<ul style="list-style-type: none"> We have more young people who are skilled and to take up modern apprenticeship schemes in Clackmannanshire and elsewhere. We have enabled more local businesses to take on modern apprenticeships. We ensure that local people have the skills and opportunities to take up jobs both locally and in neighbouring areas, and that barriers such as travel are reduced. We have more people employed in the third sector. We understand the needs of our major local employers and young people leave our schools and college with the skills required by our employers. 	Number of Modern apprentice uptake in Clackmannanshire	Baseline to be established		
		Clackmannanshire Employment rate	66%	70%	>to Scottish Avg
		Clackmannanshire Unemployment rate	11.3%	10.5%	< to Scottish Avg
		Average weekly wage *	£459.2	Reduce gap between neighbouring la's	> to Scottish Avg
		Numbers employed in the third sector in Clackmannanshire	Baseline to be established		

	<ul style="list-style-type: none"> We are providing integrated and good quality information, advice and support to help people to access jobs themselves. 	Clackmannanshire Job Density rate	0.48	Reduce gap between neighbouring la's	>Scottish avg
		The % of unemployed people participating in Clackmannanshire Works who have progressed into full time employment.	20%	Increase	Increase
<p>Our School Children are successful learners</p> <p>More School leavers go into employment, education or training</p> <p>The Workforce is better qualified.</p>	<ul style="list-style-type: none"> We have fewer young people leaving schools and colleges without sustainable opportunities for employment, training and further education. We can demonstrate that our young people are skilled and ready to take up jobs and apprenticeship schemes in Clackmannanshire and our neighbouring areas. 	% of college leavers with a positive destination	91%	Increase	Increase
		% working age residents with no qualifications	15.7%	15.5%	15%
		% 16-24 year olds who are in employment.	43.3%	44%	45%
		% of Clackmannanshire residents claiming out of work benefits	19.8%	Reduce gap between neighbouring la's	< to Scottish Avg
		% School leavers with a positive destination	84.8%	90%	95%

Well-being and Early Intervention					
What will be different in 10 years time?	What needs to be different in 3 years time?	How will we measure success	2011/12 Performance	2016 Target	2023 Target
Local People participate in local democracy and in community life. We have fewer stigmatised communities	<ul style="list-style-type: none"> We have stronger and more resilient communities who are actively involved in designing, shaping and delivering services. This is achieved by integrated local partnership plans for each community that harness all community assets and enable early intervention approaches, sustainable community development and regeneration/employability opportunities. 	% adults who rate their neighbourhood as a good place to stay	89%	95%	99%
		% of residents who have a good quality of life	88%	95%	99%
		% residents who feel that Clackmannanshire has a strong sense of community	54%	65%	80%
		Number of active community groups	480	500	550
		Number of residents participating in: community groups	17%	30%	50%
		volunteering	23%	40%	50%
		Level and satisfaction with how public services are delivered in Clackmannanshire.	83%	90%	99%
Our communities are free from the visible signs of crime and disorder and people feel safe in their homes	<ul style="list-style-type: none"> We have in place a model and approaches which enables prevention and early intervention around the Whole Systems Approach for youth justice. We ensure that we have in place a model and approaches which protect our vulnerable young people and vulnerable adults, reducing instances of crime and fires in the home. 	% of residents who report that public agencies work well together	32%	50%	75%
		Number of adults with adult support and protection orders			
		% of people who often or most of the time feel fearful about becoming a victim of crime.	33%	25%	15%
		Number of domestic abuse incidents reported to Police	796		
		Satisfaction with how local agencies are tackling crime and fear of crime.	34%	45%	75%
		Satisfaction with Fire Service	New Indicator		
New All children have the best start to life The cycle of substance misuse in families is broken	<ul style="list-style-type: none"> We have in place a model and approaches that enables partners resources to be focussed on prevention and early intervention and our GIRFEC and Early Years frameworks are streamlined, integrated and evidenced as highly effective. 	Satisfaction with Police Service	80%	90%	99%
		Number of children on the Child Protection register	5.8%	Reduce by 15%	Reduce by 20%
		Number of still births: and Infant mortalities	7.9% (per 1000) 3.2% (per 1000)	Reduce by 15%	Reduce by 20%
		% of all children who have reached all expected developmental milestones at the time of 27-30 month health review	Baseline to be established	85% of children aged 30 months	Meet national targets
		% of all children will have reached all expected developmental milestones at the time the child starts primary school.	Baseline to be established	90% of children starting PS	Meet national targets
		Number of children referred to Child Reporter on lack of parental care	37.7%	Reduce by 15%	Reduce by 20%
		Number of Children referred to Child Reported on Drug and Alcohol grounds.	5.6%	4.5%	2%
Our opportunities are not limited by poor health. 31	<ul style="list-style-type: none"> We have in place integrated anticipatory care/prevention programmes that promote and significantly improve adult health/healthy aging, complimenting health and social care priorities for older people. 	Satisfaction with Health Services GP services Hospitals	90% 90%	95% 95%	99% 99%
		SMR (under 75's) - Heart Disease Cancer	126.2 281.7	<5% <5%	<10% <10%
		Gap between highest and lowest life expectancy rates Male Female	4.8% 2.5%	Reduce	Reduce

Appendix B - National Outcomes and Community Planning Priorities

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