



**Clackmannanshire
Council**

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

Clackmannanshire Council

Thursday 24 October 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.

16 October 2013

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 24 OCTOBER 2013 at 10.00 am.

NIKKI BRIDLE
Director of Finance and Corporate Services

9.45 am Presentation - Modern Apprentice(s) - Apprenticeship Certification

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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 15 August 2013 (Copy herewith)	07
4. Committee Meetings Convened Since the Previous Council Meeting (15/08/13) <i>(For information Only - draft minutes are made available on the Council's Intranet (Connect)).</i> (a) Housing, Health and Care Committee - 22/08/13 (b) Regulatory Committee - 03/09/13 (c) Enterprise and Environment Committee - 05/09/13 (d) Planning Committee - 12/09/13 (e) Education, Sport and Leisure Committee - 19/09/13 (f) Resources and Audit Committee - 26/09/13 (g) Local Review Body - 10/10/13	--
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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



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**THIS PAPER RELATES TO
ITEM 03
ON THE AGENDA**

MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 15 AUGUST 2013 at 10.00 am.

PRESENT

Provost Tina Murphy (In the Chair)
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
Garry Dallas, Director of Services to Communities
Stephen Crawford, Head of Facilities Management
Stuart Crickmar, Head of Strategy and Customer Services
John Scott, Assistant Head of Joint Social Services - Strategy, Performance and Partnership
David Thomson, Solicitor, Legal Services (Clerk to the Council)
Julie Burnett, Senior Support Services Manager
Ian Doctor, Regulatory Services Manager (items 7-10)
Martin Dunsmore, Accountancy Manager

CC.141/122 APOLOGIES

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

CC.142 DECLARATIONS OF INTEREST

None

CC.143 MINUTES OF MEETING: THURSDAY 27 JUNE 2013

The minutes of meeting of the Clackmannanshire Council held on 27 June 2013 were submitted for approval.

Page 7 - In Attendance

The Head of Education's name and title to be included in the list of officers in attendance.

Page 17 - Exempt Information

The heading to be amended to read "on the grounds that it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 1."

Decision

Subject to the above amendments, the minutes of the meeting of the Clackmannanshire Council held on 27 June 2013 were agreed as a correct record and signed by the Provost.

CC.144 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL MEETING ON 27 JUNE

The Council agreed to note the committee meetings that have taken place during the summer recess period since the last Council meeting on 27 June 2013.

Regulatory Committee 04 July 2013
Regulatory Committee 25 July 2013

CC.145 LEADER'S BRIEFING

A briefing report which informed elected members of a range of issues and activities and covered the period from the end of June-July 2013 was submitted by the Leader of the Council.

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

CC.146 BUDGET STRATEGY UPDATE

A report which refreshed the Council's Budget Strategy and maintained Council's regular update on the medium term financial outlook and indicative funding gap was submitted by the Director of Finance and Corporate Services.

In line with previous years, the Council's Budget Strategy is reviewed during the recess period to ensure it remains fit for purpose and in preparation for the imminent budget round.

Motion

That Council notes the information set out in the report.

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

Decision

The Council agreed to note:

- (i) The challenging financial outlook that faces the Scottish Public Sector over the coming years (detailed in section 3 of the report)
- (ii) The revised indicative funding gap to 2017/18 (Exhibit 1 of the report) based on the assumptions set out in paragraph 3.5 of the report.
- (iii) The apportionment of revised funding levels pro rata to the current level of Council expenditure to 2017/18 for individual Council services (Exhibit 2 of the report).
- (iv) The updated budget strategy (set out in paragraph 3.11 of the report) including the focus of activity outlined at paragraph 3.12 of the report.
- (v) Progress with Budget Challenge discussions and the planned all elected member briefing scheduled for the 27 August 2013.

CC.147 WELFARE REFORM UPDATE AND INITIAL IMPACT ANALYSIS

A report which provided an update on the Social Welfare Fund, rent arrears, the Benefits Cap, Personal Independence Payments (PIP) and the introduction of Universal Credit was submitted by the Senior Support Services Manager.

A report was submitted to Council on 16 May 2013 which detailed the changes in Welfare Reform. This paper identified the changes, forecast the impact of the changes and reported what action had been taken by the Council and its partners to mitigate the impact of the changes in local communities.

Motion

That Council notes the information set out in the report.

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

Decision

The Council agreed to note:

- (i) the continued impact of the Welfare Reform changes on Clackmannanshire communities
- (ii) the forecast impact of the Welfare Reforms on the financial position of Clackmannanshire Council in 2013/14
- (iii) the positive impact of the allocations of the Discretionary Housing Policy as agreed in May 2013.

CC.148 MAKING CLACKMANNANSHIRE BETTER

A report which provided the Council's regular update on the establishment, development and implementation of "Making Clackmannanshire Better (MCB)", the Council's business transformation programme, was submitted by the Director of Finance and Corporate Services. There were linkages between this paper and the Budget Strategy Update paper which had been considered previously as agenda item 6.

Motion

That Council notes the information set out in the report and endorses the programme workstreams set out in Exhibit 1 of the report.

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

Decision

The Council agreed unanimously to :

- (i) Note the progress made since the last update report and the planned activity in the coming months: and
- (ii) Endorse the Programme workstreams set out in Exhibit 1 of the report

Action

Director of Finance and Corporate Services

CC.149 ALLOA FOOTBALL AND ATHLETIC CLUB LTD - REQUEST FOR FUNDING

A report which advised Council of a request for sponsorship from Alloa Football and Athletic Club Ltd and sought a decision from Council on this request was submitted by the Chief Executive.

In August 2011 Council agreed sponsorship totalling £12,000 over the two seasons 2011-12 (£7,000) and 2012-13 (£5,000). That sponsorship agreement has now expired.

Motion

That Council takes the following view:

- To fund the football club today to the tune of £5,000 which gives immediate assurance in terms of this season's sponsorship:
- This sum to be ring fenced for use by the Club for the purposes of youth football
- That in order to stop the football club requiring to come back every year (or at whatever relevant interval) - and consistent with the Council's overall current policy in respect of funding of external bodies - the Council seeks to rationalise all separate funding streams currently paid to the football club and enters into one - consolidated Service Level Agreement, in respect of all activities and funding, with a view to being able to give both the Council and the football club clarity, certainty and long-term assurance as to the position in future years.
- Should for whatever reasons, the above SLA not be completed/agreed within the season, Council commits a further £5,000 for the following season.

Moved by Councillor Gary Womersley. Seconded by Councillor Bobby McGill.

Decision

The Council agreed unanimously:

- To fund Alloa Football and Athletic Club Ltd as of today to the tune of £5,000 which gives immediate assurance in terms of this season's sponsorship:
- This sum to be ring fenced for use by the Club for the purposes of youth football
- That in order to stop the football club requiring to come back every year (or at whatever relevant interval) - and consistent with the Council's overall current policy in respect of funding of external bodies - the Council seeks to rationalise all separate funding streams currently paid to the football club and enters into one consolidated Service Level Agreement, in respect of all activities and funding, with a view to being able to give both the Council and the football club clarity, certainty and long-term assurance as to the position in future years.
- Should for whatever reasons, the above SLA not be completed/agreed within the season, Council commits a further £5,000 for the following season.

Action

Chief Executive

CC.150 VARIATION OF NOISE CONTROL PERIOD APPLIED UNDER PART 5 OF ANTISOCIAL BEHAVIOUR ETC (SCOTLAND) ACT 2004

A report which asked Council to approve a variation to the existing Noise Control Period specified in the resolution made by Council on 6 November 2008, to align the periods within which the Council may issue fixed term penalty notices for noise nuisance with the reconfigured practices agreed by Council earlier this year, was submitted by the Director of Services to Communities.

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 make the following resolution :

"Clackmannanshire Council ("the Council") resolves in terms of Section 42(1)(c)(ii) of the Antisocial Behaviour etc (Scotland) Act 2004 that with effect from 01 November 2013 the noise control period for the purposes of the Resolution passed by the Council on 6 November 2008 shall be 0800 hours to 2359 hours Monday to Sunday for every week in the year."

Action

Director of Services to Communities

ENDS 12.10 pm

CLACKMANNANSHIRE COUNCIL

Date of Meeting: 24th October, 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 August to September, 2013.

2.0 National Issues Affecting Clackmannanshire

CoSLA

- 2.1 I attended the CoSLA Leaders' Meetings on 30th August and 27th September. Items discussed were:

30th August, 2013

- EU Scottish Funds 2014-2020
- Post-Convention Negotiations Update
- Local Government Settlement Negotiations
- Local Government Pay Update and Proposed Extension of Mandate
- Local Government Commission
- Commission for Developing Scotland's Young Workforce
- Community Planning: Duties for Partners
- Health and Social Care Integration
- Children and Young People (Scotland) Bill - Financial Memorandum
- Reshaping Care
- Consultation on Amending the Schools (Consultation) (Scotland) Act 2010
- Pensions
- Welfare Reform Update
- Local Government Funding Pressures

27th September, 2013

- Post-Convention Negotiations
- Consultation on Class Sizes
- Carers Legislation

- National Review of Town Centres
- Community Empowerment and Renewable Bill
- Charging for SQA National Qualifications
- Local Government Settlement 2014/15
- EU Funds 2014-20
- Commission on Strengthening Local Democracy
- Sensory Impairment Strategy
- Distribution Issues
- Pensions
- Local Government Funding Pressures
- Welfare Reform Update

2.2 Associated papers for the meeting have been placed on the members' portal for members to access.

3.0 Partnership Working

3.1 A **Meeting of Forth Valley NHS Board** took place on 20th August, 2013. Items for discussion were:

- Oral Health Improvement
- Financial and Performance Issues
- NHS Contribution to Community Planning

3.2 The **Shared Services Steering Group** met in Clackmannanshire on 20th August, 2013. Items for discussion were:

- Education Update
- Social Services Update
- Annual Stock Take

3.3 **Clackmannanshire Business Board Meeting** met on 21st August, 2013. Items for discussion were:

- Town Centre Parking
- CB Budget 2013/14
- Bid Update
- Regional Aid
- Falkirk "Threat"
- Imagine Alloa/Clacks Business Website
- Clackmannanshire Local Development Plan
- Tourism
- Forthcoming Events

3.4 On 5th September, I acted as an Independent Chair at the OLP Mid-term Evaluation Meeting. The work of OLP benefitted Clackmannanshire in a manner consistent with many Council aims and I was pleased to have been able to receive a comprehensive update as well as insight into OLP is seeking to face future challenges.

3.5 The **Clackmannanshire Alliance** met on 6th September, 2013, and items discussed were:

- Clacks 1000 presentation and report
- Clackmannanshire Alliance Memorandum of Understanding
- Delivering on the SOA 2012/13
- Clackmannanshire Third Sector Interface Progress Report
- SOA/Making Clackmannanshire Better Launch
- Partnership Team Matters
- Community Partners Development Day Report

3.6 The **Clackmannanshire/Stirling/NHS Partnership Board** met in Stirling on 17th September, 2013 and items discussed were:

- Health and Social Care Integration
- Locality Development
- Joint Management Team Priorities Update
- Reshaping Care Older People Joint Commissioning Plan

3.7 On 20th September, I also attended an NHS FV Seminar.

3.8 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 4th September, I visited HMP Glenochil and had a positive and informative discussion with the Governor. The visit impressed with the Governor giving a valuable insight into future plans for the facility. I would hope that future discussions will continue to see HMP Glenochil consolidate its position as stakeholder as part of the Council delivering upon its Single Outcome Agreement (SOA).

4.2 On 9th September, I attended the Launch of the Calibar Troopers Mother and Toddler Group. As well as enjoying a tour of the facilities at Coalsnaughton Village Hall (courtesy of Cllr McGill) it was good to see such a pleasing example of the Council working with a local community in such a positive way that should help assist in many welcome outcomes.

Signed: G Womersley

Councillor Gary Womersley
Council Leader
October, 2013

Report to: Clackmannanshire Council

Date: 24th October, 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 August/September 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 **Resources and Audit Committee** of **26 September 2013** in relation to the report entitled *"External Audit Final Report to Members on the 2012/13 Audit"*:

- approves the final amended Accounts for 2012/13.

- 2.2 The minute and report relating to this item is 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) Resources and Audit Committee Agenda of 26th September, 2013

b) Minute of the above meeting

Author(s)

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	Signed: E McPherson

Report to Council

Date of Meeting: 24th October 2013

**Subject: Proposed Clackmannanshire Local Development Plan,
Open Space Strategy and associated documents**

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. The Planning etc (Scotland) Act 2006 introduced the requirement on planning authorities to produce a new style of development plans to replace the previous Structure and Local Plans. For Clackmannanshire, this means that the Clackmannanshire and Stirling Structure Plan and the Clackmannanshire Local Plan will be replaced by a single tier Clackmannanshire Local Development Plan (LDP).
- 1.2. This report is to seek approval to publish the Proposed Plan for representations. It describes the process undertaken to date and what will happen once the Proposed LDP is agreed by Council.
- 1.3. A 'Committee Draft' of the Proposed LDP was prepared and presented to the following committees:
 - 28th March Enterprise and Environment
 - 11th April Planning
 - 25th April Education, Sport and Leisure
 - 23rd May Housing, Health and Care
- 1.4. A consolidated Proposed LDP has now been prepared, including some changes to wording as a result of the Committee meetings, further input from key agencies such as SEPA and SNH, changes required by an Environmental Assessment of the LDP and any required updates. This Proposed LDP includes supporting text, policies, proposals and mapping and is being reported to Council to seek approval to commence the period for representations. An Open Space Audit and Strategy has also been produced in tandem with the LDP and this has also been made available to Members. The associated documents identified in paragraph 3.40 accompany the LDP and will be consulted on, along with the Proposed LDP.
- 1.5. After the Council agree the recommendations in this report, there will be an 8 week representation period during which comments may be made on the content of the LDP and its associated Supplementary Guidance. Consultation on the Open Space Strategy, Muckhart Conservation Area Appraisal and the Environmental Reports will also be carried out over the same 8 week period.

- 1.6. The Council will then need to take a view on each of the representations. The issues and proposed responses will be reported to Council for approval and 'Schedule 4' responses will be completed for each issue and forwarded to a Reporter appointed by the Scottish Government. The Reporter will then consider the issues and issue a report, the findings of which will be binding on the Council, except in very limited exceptional circumstances. The Council will then have to amend the LDP in accordance with the Reporter's findings and proceed to adopt it.
- 1.7. The main changes between the Committee Draft and the Proposed LDP are summarised in paragraphs 3.11-3.39 below.

2.0 Recommendations

- 2.1. It is recommended that the Council:
 - (a) Approve the Proposed Local Development Plan and accompanying documents to be published for an 8 week period for representations.
 - (b) Approve the Open Space Strategy and Muckhart Conservation Area Appraisal to be published for an 8 week period for consultation.
 - (c) Approve the Environmental Reports on the Local Development Plan and Open Space Strategy to be published for an 8 week period for consultation.

All of which have been provided separately to Members.

3.0 Considerations

Background

- 3.1. The Planning etc (Scotland) Act 2006 requires the preparation of Local Development Plans to provide a robust, plan-led approach to development, setting out a clear, concise, long-term vision for the future development of the area and providing relevant and up to date policy guidance.
- 3.2. LDPs should look to guide the future use and development of land in the area for the next 20 years, and require to be reviewed at least every 5 years.

The Main Issues Report

- 3.3. The Main Issues Report (MIR) was consulted on between January and March 2011. Alongside the Main Issues Report, the Council also consulted on an Open Space Framework.
- 3.4. A Local Development Plan newsletter was published in June 2011 summarising what happened during the MIR process.

The Proposed Local Development Plan

- 3.5. The publication of the Proposed LDP is the second significant stage in the Development Plan process and represents the Council's position in terms of

the policies it wishes to adopt and the sites and projects it wishes to promote and support. It therefore sets out the Council's view of what the adopted Plan should be.

- 3.6. The Proposed LDP and supporting documents have been prepared following research and consultation with internal and external partners including statutory consultees, key agencies, local communities, developers, landowners, businesses and Elected Members.

Supplementary Guidance

- 3.7. Supplementary Guidance can be adopted and issued in connection with the LDP and will form part of the development plan. Topics covered by supplementary guidance must be specifically identified in the LDP and the guidance must be limited to the provision of further information or detail in respect of the policies contained within the LDP.
- 3.8. Supplementary Guidance produced along with the Proposed LDP and its associated documents for representations are:
- SG1 - Developer Contributions
 - SG2 - Onshore Wind Energy
 - SG3 - Placemaking
 - SG4 - Water
 - SG5 - Affordable Housing
 - SG6 - Green Infrastructure
 - SG7 - Energy Efficiency and Low Carbon Development
- 3.9. Future Supplementary Guidance is expected to include Minerals, Woodlands and Forestry and Domestic Developments.

Open Space Strategy and Audit

- 3.10. An **Open Space Audit and Strategy** has been developed in order to provide a coordinated, strategic and long term approach to the provision and management of high quality, accessible open spaces. The Open Space Strategy and the LDP are closely linked in a number of areas and have therefore been progressed concurrently, and both documents will be published for comments and consultation at the same time. Comments received will be considered in preparing the finalised Strategy which will be reported back to Council for final approval. A **Strategic Environmental Assessment** (SEA) has also been produced which considers the likely environmental impacts of the Open Space Strategy; and recommends measures to address them. A description of the SEA activity undertaken so far can be found in the background papers.

Main Changes Between the Committee Draft and the Proposed LDP

General

- 3.11. Following each policy, a brief description of the "Environmental Implications" of the policy has been included. This has been informed by the Environmental Assessment of the policies. This approach was previously used in the MIR and commended by the Scottish Government, SNH and SEPA.

- 3.12. A Habitats Regulations Appraisal on the potential effects of the policies and proposals of the LDP on the Firth of Forth Special Protection Area, and other protected habitats outwith, but close to, Clackmannanshire has been carried out. Wording has been added to some policies and proposals to ensure that any detailed proposals are prepared in such a way that they do not have any adverse effects on the integrity of the designated areas or qualifying species.

Vision and Objectives

- 3.13. Greater emphasis has been placed in the Vision on the shift to a low carbon economy and the reduction of carbon emissions.
- 3.14. The objective to increase community growing of food has been added to the Vision.

Creating Sustainable Communities

- 3.15. Further information has been included on Affordable Housing, including reference to the Scottish Planning Policy benchmark figure of 25% of a housing site contributing to affordable housing. Further detail can be found in the Affordable Housing Supplementary Guidance.
- 3.16. New reference to non-residential developments has been included in the Policy on "Energy Efficiency and Low Carbon Development" and further detail on this will be included in the Energy Efficiency and Low Carbon Development Supplementary Guidance. The requirement to demonstrate high standards of energy efficiency and water efficiency has also been included in the Domestic Developments Policy.
- 3.17. The wording of the Developer Contributions Policy has been updated to include reference to the different strategies and policies which will be considered when establishing Developer Contributions, and now also includes libraries, health centres and community halls and facilities as areas where contributions may be sought.
- 3.18. The 'Spatial Framework for Wind Energy Development', which was prepared for wind turbine developments taller than 51 metres has been complemented by a spatial framework for small turbines of 20-50 metres in height, including a map of Clackmannanshire which identifies some areas of search for turbines within that height range. Further detail can be found in the accompanying Supplementary Guidance.
- 3.19. Further information on ecology and improving the water environment has been added to the policy on 'Hydro-Electricity Development'. The policy has also been amended to encourage the re-use of existing in-stream structures that are not presently in use.

Employment and Prosperity

- 3.20. Policy EP1 'Strategic Land for Business' has been revised to combine Pavilions and Orchard Farm into one strategic site (also including Alloa West) and re-naming Castlebridge 'Bridge Business Park' to reflect the owner's re-naming and marketing efforts.

- 3.21. Policies EP2 'Business Proposals' and EP3 'Alternative Employment Generating Uses on Allocated Sites' have been combined and refined to a single, shorter and more easily understood policy, EP2 'Existing Business Sites'.
- 3.22. The 'Retail and Town Centres' section of the chapter has been reworked and re-ordered to give a far higher profile to town centres and town centre regeneration. Wording has been added to the supporting text and Policy to support town centre health checks and the development of town centre strategies. There is also a recognition that Policy may require to be updated following the publication of the National Town Centres Review and Town Centre Action Plan, and emphasising the partnership approach which should be followed when considering town centres, including Clackmannanshire BIDs and local communities/Community Councils.
- 3.23. There is an increased emphasis on the importance of good quality design and layout and reference to the 'Village and Small Town Centre Initiative' has been included.
- 3.24. The Policy promoting town centre regeneration has been moved from the end of the retail policies to nearer the start, immediately following the Policy on 'Retail Network Centre and Hierarchy'.

Environmental Assets

- 3.25. The supporting information relating to the Central Scotland Green Network has been revised to improve the explanation of its principles and function, and to clarify its key role in supporting the coherent delivery of a number of key Plan objectives, including climate change mitigation and adaptation, recreational and biodiversity objectives, and creation of favourable conditions for improved quality of life and economic development. The Clackmannanshire Green Network Policy (EA1) has also been amended in order to ensure that all relevant development contributes to the Green Network principles. A new Green Network map has also been produced.
- 3.26. Policy EA3 'Protection of Designated Sites and Protected Species' has been amended to ensure compliance with the relevant regulations, in accordance with a request from SNH.
- 3.27. Some text has been added to Policy EA9 'Managing Flood Risk' to further protect development from flood risk and to improve the clarity of the policy.

Schedule of Sites

- 3.28. The layout of the Schedule of Sites has been slightly altered to resolve potential misunderstandings of what is and is not required as part of a Development Brief/Masterplan or Design Statement.
- 3.29. Where deficiencies had been addressed in the Open Space Strategy which could potentially be addressed by developer contributions from development sites, either on-site or off-site, these have been identified against each site.
- 3.30. An area of land to the west of Alva, north and south of the A91, was identified in the Committee Draft as 'white land', i.e. land within the settlement boundary, but not currently allocated for development. This was to give an

indication of where future development in Alva would be directed. This area has now been allocated as a housing Proposal (H41) and is accompanied by detailed information in relation to the potential development of the site. The inclusion of this site as a proposal will assist the Council in progressing towards the housing requirement to 2034 identified in the LDP.

- 3.31. The settlement boundary at Muckhart has also been amended to exclude an area previously brought within the settlement boundary adjacent to the proposed allocated housing site, but not allocated for development, as an area for any future development.
- 3.32. A new category of site has been introduced titled "Mixed Use". These are sites where a mix of uses will be supported. Sites included under this new description include the Co-op buildings and The Shore in Alloa and the former Tullis site at Alloa Road, Tullibody. These sites were identified in the Committee Draft LDP, however they were under housing proposals. It is considered that the introduction of this new "Mixed Use" category more accurately represents the nature of the proposals for each site.
- 3.33. Greenfield has also been added to the schedule of sites as a mixed use site to reflect that it will soon be available for re-use.
- 3.34. SEPA have recommended removal of four sites from the LDP on flooding concern grounds, as their inclusion in the LDP would not comply with new legislation. If they remained in the Plan, SEPA would be required to object. The sites are:

Business Sites	B10 – Dumyat Business Park (Phase 2), Tullibody
	B18 – Alva Industrial Estate
Housing Sites	H32 – Burnside, Clackmannan
	H46 – Dollar Road, Tillicoultry
- 3.35. Council officers met with SEPA to discuss their concerns and SEPA presented more detailed flood evidence for the sites in question, including photographs of flood events. This, along with changes in legislation since the sites were first allocated, or considered for allocation, would form SEPA's evidence in objecting to the sites at any examination. Based on this, it is considered that the sites should be removed from the Proposed LDP as specific allocations. In the case of Alva Industrial Estate, Burnside and Dollar Road, they would revert to being 'white land' within the settlement boundary. SEPA's objections are to the uses proposed in the LDP, however, future proposals for development of a different type or scale on these sites may be acceptable provided they comply with development plan policies and are acceptable in flood risk terms. Parts of the Burnside site in particular may be able to be developed without objections from SEPA. Future applications would be considered against the general policies of the LDP, and advice would be sought from SEPA.
- 3.36. Dumyat Business Park (Phase 2) would need to remain in the countryside, outwith the settlement boundary.
- 3.37. A site at Midtown (B13) has been identified as a business site likely to serve any expansion needs of the surrounding land uses.

- 3.38. The Habitats Regulations Appraisal concluded that it could not be stated that development on 4 business sites, close to the Firth of Forth Special Protection Area (SPA), would definitely not adversely affect the integrity of the protected site. This was because the development of the sites would result in the loss of land which comprises part of the habitat of the birds associated with the SPA. There is inadequate data available to conclude for certain that the birds do not use these areas, therefore a precautionary approach is required. SNH have suggested wording which could be added to the LDP which would allow these sites to remain in the plan, allowing for future work to be undertaken to determine whether or not the sites would be able to be developed without affecting the SPA. The wording has therefore been added to the following business sites:

B03 - Alloa West

B04 - Alloa West (Orchard Farm)

*sites B03 and B04 have been combined with site B02 in the Proposed LDP to form a single, larger site.

B14 - Garvel Farm, Blackgrange

B13 - Midtown (new site)

It should be noted that should the further work on these sites conclude that if any of them could not be developed without adversely impacting on the SPA, their status would be reconsidered during the next review of the LDP.

- 3.39. The proposed cycle route between Dollar and Muckhart has been reduced in length and now runs from Dollar to Vicar's Bridge.

Associated Documents

- 3.40. The associated documents below require to be produced along with the LDP and consulted on.

An **Action Programme**, which sets out how the Council proposes to implement the Plan, including the identification of responsible persons or organisations and timescales. The Action Programme will be reviewed after two years.

A **Strategic Environmental Assessment** (SEA) which considers the likely environmental impacts of the LDP; and recommends measures to address them. A description of the SEA activity undertaken so far can be found in the background papers. The environmental implications of each policy, and any relevant mitigation measures proposed, are described after each policy in the Plan.

A **Habitat Regulations Appraisal** (HRA) which considers what implications the Plan may have on Natura sites. The LDP can only be adopted once the HRA and appropriate assessment have demonstrated that the Plan will not adversely affect the integrity of any of the sites assessed.

Supplementary Guidance which will be adopted as statutory guidance, as it will be consulted on in as part of the LDP, as described in paragraphs 3.8-3.10 above.

The **Muckhart Conservation Area Appraisal** identifies enhancements and will be used to inform development proposals. It will form the basis of Appraisals of all of the other Conservation Areas, which will be undertaken during the period of the LDP.

Publication of the Proposed Local Development Plan

- 3.41. When the Proposed LDP is to be published, a public notice will be placed in local newspapers with details of where and when the Plan and associated documents can be viewed, contact details where questions about the Plan or the process should be directed and information on how representations to the Proposed Plan can be made. It is proposed to hold an 8 week period for representations. This is longer than the statutory 6 week period, but allows for the Christmas and New Year periods and the cycles of Community Council meetings to be better accommodated.
- 3.42. Copies of the Proposed Local Development Plan will be placed in local libraries, at the main Council offices and circulated to Community Councils, as well as Scottish Ministers and the Key Agencies.
- 3.43. It is proposed to run two events to promote the LDP during the consultation period, and staff will be available to attend meetings on request. Separate meetings with Community Councils will be offered.
- 3.44. All of the information, including copies of all of the documents will be available to view online on the Council's website, and will also be able to be downloaded.

Representations on the Proposed Local Development Plan

- 3.45. When the Proposed Local Development Plan is published the Council must consult the Scottish Ministers, the Key Agencies and anyone who commented on the Main Issues Report.
- 3.46. Additionally, all owners, lessees or occupiers of sites identified as proposals within the Proposed Plan as well as owners, lessees or occupiers of land neighbouring the sites included within the Proposed Plan require to be notified in writing.
- 3.47. The latest Development Plan Scheme, which is updated every year, tracks the progress of the LDP and includes a Participation Statement highlighting the consultation carried out to date, and detailing the consultation proposed for the Proposed Local Development Plan.
- 3.48. During the representations period, comments can be made on any aspect of the LDP, including the Proposed Local Development Plan, Proposed Supplementary Guidance, the Environmental Report, the Habitat Regulations Appraisal, the Action Programme and the Background Report.
- 3.49. Officers will consider all of the representations submitted and report back to the Council, along with recommendations on each. Along with the summary of unresolved issues, the Council will be asked to consider and approve a 'Report of Conformity' with the steps set out in the Participation Statement. These will then be submitted to the Scottish Ministers who will appoint a Reporter from the DPEA to hold an examination into the unresolved objections.

Pre-Examination modifications

- 3.50. Having received and considered the representations to the LDP, the Council may make Pre-examination Modifications to the Plan before submitting it to Scottish Ministers, however doing so can cause significant delay to the Plan process and it should only be undertaken where the Council is proposing to make significant changes to the LDP. Should the Council wish to make significant Pre-examination Modifications to the Plan, these will require to be consulted upon (6 weeks minimum) and owners and neighbours of proposed sites be notified. If it is the case that the proposed modifications change the underlying aims or strategy of the Proposed Local Development Plan, the Council will be required to prepare and publish a new Proposed Local Development Plan which would significantly delay the adoption of the Plan.

Examination of the Proposed Local Development Plan

- 3.51. Any outstanding representations to the Proposed Local Development Plan which cannot be resolved will require to be considered through an Examination of the Local Development Plan. Responsibility for arranging and conducting any such Examination falls to the Directorate for Planning and Environmental Appeals (DPEA) and would be likely to take place in 2014. The DPEA will appoint a Reporter who will lead the Examination and they will determine how representations will be considered, either through written submissions, hearings, inquiry sessions, or a combination of these methods.
- 3.52. Once the Examination is complete, the Reporter will prepare a report setting out their findings and giving reasons for their conclusions. In a change to the previous Inquiry process, where planning authorities could choose not to accept a Reporter's recommendation if they felt there was good reason, Examination reports are now binding on the planning authority in all but a very limited number of exceptional cases.

Modified Local Development Plan and Adoption

- 3.53. Should the Reporter recommend changes to the Proposed Local Development Plan following the Examination, the Council will be required to modify the Plan and publish it. It will also be necessary to publish public notices advertising the Council's intention to adopt the Modified Plan.
- 3.54. Within 4 weeks of publishing the Modified Plan, the Council is required to adopt the Plan and publish a post-adoption Strategic Environmental Assessment Statement.

4.0 Sustainability Implications

- 4.1. The Planning etc (Scotland) Act 2006 requires planning authorities to carry out their development planning functions with the objective of contributing to sustainable development. The Policies within the Proposed Plan, and the Supplementary Guidance support the promotion of sustainability in development proposals, including green travel, encouraging improved biodiversity, the siting and layout of new development, energy efficiency, renewable energy, encouraging development of brownfield land and avoiding areas of known flood risk.

- 4.2. The Proposed LDP has been subject to a Strategic Environment Assessment and Habitat Regulations Appraisal, see 3.40 above.

5.0 Resource Implications

- 5.1. The resources for preparing, publishing and consulting on the Proposed Local Development Plan are already provided for in the Development Services budget.
- 5.2. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒
- 5.3. No additional staff resources would be required from Services to Communities and Support Services.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

The Proposed Local Development Plan accords with and supports the Council's key strategies including, the Single Outcome Agreement, the Local Housing Strategy, Local Transport Strategies, Open Space Strategy and the Sustainability and Climate Change Strategy.

8.0 Equalities Impact

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

Yes ☒ No ☐

9.0 Legality

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

10.0 Appendices

10.1 Please list any appendices attached to this report.

None

11.0 Background Papers

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

Yes ☒ (please list the documents below) No ☐

- Local Development Plan Main Issues Report (January 2011)
- Equalities Impact Assessment
- Local Development Plan Main Issues Report Information Pack (January 2011)
- Report to Council dated 16th December 2010 – Clackmannanshire Local Development Plan Main Issues Report and Open Space Framework
- Report to Enterprise and Environment Committee dated 28th March 2013 – Proposed Clackmannanshire Local Development Plan
- Report to Planning Committee dated 11th April 2013 – Proposed Clackmannanshire Local Development Plan
- Report to Education, Sport and Leisure Committee dated 25th April 2013 – Proposed Clackmannanshire Local Development Plan
- Report to Housing, Health and Care Committee dated 23rd May 2013 – Proposed Clackmannanshire Local Development Plan
- Development Plan Scheme and Participation Statement (2013). (Copies available in the Members' Rooms)

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CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 24th October 2013

Subject: Budget Strategy Update

Report by: Director of Finance and Corporate Services

1.0 Purpose

- 1.1. The purpose of this report is to refresh the Council's Budget Strategy and maintain Council's regular update on the medium term financial outlook and indicative funding gap. This report also updates Council on the Budget consultation activity which is underway.

2.0 Recommendations

It is recommended that Council:

- 2.1 notes the challenging financial outlook that faces the Scottish Public Sector over the coming years (Exhibit 1).
- 2.2 notes the Scottish Government's specified commitments and the potential adjustment to local government funding if these were not delivered (Paragraph 3.6).
- 2.3 notes the introduction of the Agreement on Joint Working introduced as part of the Draft Budget announcement (paragraph 3.10).
- 2.4 notes that details of Clackmannanshire's individual settlement will be received by mid December 2013 (paragraph 3.11).
- 2.5 notes the revised indicative funding gap to 2017/18 of £25m (Exhibit 2) based on the assumptions set out in paragraph 4.2.
- 2.6 notes the Council's forecast outturn (Exhibit 3) and the need for ongoing and robust scrutiny of mitigating action (paragraph 4.5).
- 2.7 approves an additional £350k capital expenditure to complete the refurbishment works at the Speirs Centre (£100K) and Kilncraigs (£250k) (paragraph 4.8).
- 2.8 approves £100k capital expenditure to fund the implementation of the Autism Unit at Alva Primary School (paragraph 4.9)
- 2.9 notes the programmed works at Lornshill Academy in respect of the installation of

floodlighting (paragraph 4.10).

2.10 notes the proposed consultation approach and process (section 5).

2.11 notes progress with Budget Challenge discussions and the planned all elected member briefing scheduled for the 6 November 2013 (paragraph 5.5).

3.0 Financial outlook

3.1 Council has received regular updates on the medium term financial outlook in its regular Budget Strategy Update reports. The most recent update reflects the Scottish Government's Draft Budget announcement in September 2013 and the associated Centre for Public Policy for Regions (CPPR) Briefing.

3.2. The Scottish Government's Budget for 2014/15 takes place in the fifth year of what is expected to be a minimum of an eight year run of real terms Budget reduction. In cash terms, the Scottish Budget for 2014/15 shows an increase of £555million, equivalent to a real terms standstill. The greatest increase is to the capital budget which has increased by £300 million. There is also a cash terms increase of £302million for 2015/16 but this is not enough to match inflation.

3.3 Outwith this global picture, the scale and direction of the changes in budget between 2013/14 and 2015/16 is not consistent across all budgets. Exhibit 1 below summarises the position and highlights that there is a cash terms increase in most areas, with the exceptions being the local government resource grants for both years and the 'Other' resource Budget in 2015/16.

Exhibit 1: Scottish Resource and Capital Allocation (£million)

	Budget 2013-14	Draft Budget 2014-15	Plans 2015-16	13-14 - 14-15		14-15 - 15-16	
				£m	%	£m	%
NHS Resource	9,125	9,392	9,620	+267	2.9%	+228	2.4%
Local Government Resource Grant	7,288	7,070	6,908	-218	-3.0%	-162	-2.3%
Other resource	10,065	10,177	10,078	+112	1.1%	-99	-1.0%
Capital	2,551	2,945	3,280	+394	15.4%	+335	11.4%
TOTAL	29,029	29,584	29,886	+555	1.9%	+302	1.0%

3. 4 As anticipated, the Draft Budget increases the NHS budget. This is consistent with the Scottish Government's announcement that the NHS would be protected against inflation. However, the deflator used to measure inflation has fallen from 2.5% to 1.9% for 2014/15 and the Draft Budget has not been adjusted to reflect this. The proposed increase of 2.9% for the NHS is, therefore, higher than last year's estimate and higher than current inflation projections. Similarly in 2015/16, the inflation rate is now forecast to be 1.8% and the Draft Budget provides for an increase of 2.4% in NHS funding. Between 2013/14 and 2014/15, this results in the NHS share of the total Budget increasing from 31.4% to 32.2%.

3.5 The Draft Budget for local government suggests a 3% cash reduction in 2014/15 and a

2.3% cash reduction for 2015/16. Correspondingly, the Capital Budget shows a 15.4% increase for 2014/15 and 11.4% increase in 2015/16.

3.6 In line with the Spending Review announcement, the Scottish Government offers the local government settlement detailed in its Draft Budget subject to the delivery of the following specified commitments:

- Maintain a council tax freeze.
- Maintain teacher numbers in line with pupil numbers and secure places for all probationers who require one under the teacher induction scheme.

Delivery of these commitments is monitored and in the event of failure to deliver, adjustments could be made to the level of resource received by councils either individually or collectively.

3.7 As was the case last year, only those Council Leaders who do not intend to take up the offer and agree to the full package of commitments need to write to the Cabinet Secretary for Finance, Employment and Sustainable Growth, setting out the reasons why they do not wish to comply by no later than 11 March 2014. Any Council not taking up the offer will not receive their share of the £70 million held back to cover the council tax freeze and steps will be taken to recover £39million for the teacher commitments in 2014/15.

3.8 The key features of the Scottish Government's Draft Budget with regards pay policy are as follows:

- a continuation of the 1% (cash) cap on public sector pay
- additional support for lower paid staff including the Scottish Living Wage (annually uprated)
- retaining discretion re pay progression
- maintaining the policy of No Compulsory Redundancies.

3.9 Local government's Draft Budget for 2014/15 also proposes a capital budget of £773.2 million in 2014/15 and £817.3 million for 2015/16. The capital allocation takes account of the re-profiling of LG capital budgets and includes £94.2 million 'added back'.

3.10 An Agreement on Joint Working also forms part of the Budget announcement. It places clear expectations on the public sector to share the budget and resource planning assumptions at an early stage and to work together through Community Planning Partnerships (CPP) to deploy resources towards the jointly agreed priorities set out in each CPP's SOA. Local Government, NHS Boards and other partners are expected to show a demonstrable commitment to the Agreement.

3.11 The Council will receive confirmation of its individual settlement following the Cabinet Secretary's announcement scheduled for mid December 2013.

4.0 Budget Strategy Implementation

- 4.1 As part of Budget preparation work, more detailed review of the assumptions built into the indicative funding gap has been undertaken. In particular, work has been undertaken to refine assessment of the budget requirement in respect of Welfare Reform, to reflect the saving from voluntary severances approved following budget setting in February 2013 and to validate those savings already approved for 2014/15 as part of setting the current year budget. This exercise has the aim of refining the indicative budget gap and minimising the need for new savings proposals by ensuring budgets are, as far as possible, aligned with planned expenditure and reflect all known factors. This work results in an indicative funding gap of £25 million over the period to 2017/18. Exhibit 2 summarises the revised position.

Exhibit 2: Indicative budget Gap based on revised assumptions to 2017/18

	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000
Net expenditure	119,459	124,236	128,643	134,181
Net Funding	112,351	111,991	110,643	109,100
Cumulative indicative Funding Gap	7,108	12,245	18,001	25,081
Indicative Annual Gap	7,108	5,137	5,756	7,080

- 4.2 The main assumptions included within these projections are:

- Pay inflation maintained at 1% across the period to 2017/18
- an allowance of £330k per annum for impact of auto enrolment to pension fund
- an annual allowance for utility increases and contractual inflation but not general inflationary pressures
- an estimate of £1m each year for further budget pressures
- realignment of the budgeted requirement for Revenue Service Welfare Reform and that for Other Services. This has resulted in inclusion of £1.3M, 2014/15 and £1.4M 2015/16 onwards to cover the impact of welfare reform across the Council.
- Transfer of £340k from expenditure to reduction in funding in respect of the Council Tax Reduction Scheme.
- The ending of contracted out National Insurance contributions estimated at £1.1m in 2017/18
- Cash reduction on general fund grant of 1.3% and 1.8% in financial years 2016/17 and 2017/18 respectively .

The net expenditure figures have also been reduced by £905K. The most significant movements relate to the impact of voluntary severances agreed following the budget setting period (£504k), and those verified year two savings which were approved as part of the current year's budget (£350K).

4.3 There are also a range of priority budget preparation tasks in hand which include:

- collation of service demand pressures for review and approval by Directors' Group in order that these can be integrated within the Budget
- developing the scope of the review of PPP funding options available to the Council in the medium term.
- preparing for the annual review of reserves to establish those earmarked reserves which are no longer required and those that may be needed for the future.

4.4 A significant consideration in determining how the Council bridges the funding gap, is the regular review of the Council's outturn position. The detailed General Services and HRA revenue and capital outturn position was reported to the Resources and Audit Committee on the 26th September. For ease this is summarised in Exhibit 3 below :

Exhibit 3: Summarised Outturn position 2013/14

Classification	2013/14 Projected outturn £000
General Services Revenue	395
General Services Capital	(1.928)
Housing Revenue Account	(733)
Housing Capital	(776)

This is the first time for some years that a corporate overspend has been forecast within the General Services Revenue Budget. There are a range of managerial actions in place which seek to mitigate this position and these were also outlined to the Committee.

4.5 It is, however, important that elected members continue to prioritise scrutiny of these actions to ensure that as far as possible this position is improved upon where possible and as a minimum does not deteriorate. Through the budget preparation process, the underlying reasons for the overspends are examined to establish whether budgets need to be increased for future years. If this were to be the case, clearly this will adversely impact the current forecast of the indicative funding gap.

4.6 At the same meeting, the Resources and Audit Committee was also asked to note the underspend of £1.928m in respect of the General Services Capital Budget of which £0.362m are savings in the delivery of the programme with the remainder carried forward to 2014/15. Since this Committee, the Capital Budget outturn position has

been reviewed as part of Budget preparations and routine monitoring. This suggests that the 2013/14 outturn position will be an underspend of £0.600m with £1.262m carried forward to 2014/15.

- 4.7 Council has sought to maximise the benefit delivered from its capital investment and wherever possible minimise slippage. This level of projected slippage (£1.262m) represents 6.3% of the total programme of £19.477m in 2013/14.
- 4.8 The Council is close to completing two significant capital projects in respect of Kilncraigs and the Speirs Centre. It is important that these significant locations realise their full potential occupying prime positions within Alloa Town Centre. Recent design work undertaken in respect of both projects has brought forward proposals which cannot be accommodated within the current budget but are considered to add significant value to each project from both a public and staff perspective. It is proposed that £350k is allocated to finalise these works (£250k Kilncraigs; £100k Speirs) which will include completion and enhancement of display and heritage presentation public spaces in both Patons and Speirs buildings, replacement of old and damaged furniture and additional storage capacity.
- 4.9 At its meeting on the 25 of April, the Education, Sport and Leisure Committee endorsed prioritisation of adaptations to Alva Primary School within the agreed capital budget to establish an Autism Unit. This work has subsequently been costed at £100k. Council is now asked to approve this work which can be funded within the current year's underspend on the General Services Capital Programme.
- 4.10 Council is also asked to note that £151k has been received from Sportscotland in respect of the floodlighting at Lornhill Academy. These works are fully funded through this income stream and it is planned that this work will be completed before the end of the current financial year.

5.0 Consultation

- 5.1 A key part of the budget process is how the Council seeks to engage and/or consult with relevant service users, community groups and other key stakeholders. Over the last 12-18 months, the Council's approach to consultation has increasingly shifted from consultation to more participative year round community engagement. This approach very much aligns with recommendations set out by the Christie Commission.
- 5.2 The proposed consultation approach seeks to strike the balance between maximising the value and use from our embedded consultation activity, supplemented by some specific engagement activities. For this year the key strands of the approach are as follows:
- active communications and media participation to signpost specific consultation activities and provide contextual information to help our communities and partners assess the scale of the financial challenges facing the Council. Work is already in hand to develop the key Making Clackmannanshire Better consultation questions alongside the development and design of the Council's snapshot of its challenges
 - the development of a specific online consultation using the Council's new Citizen Space application. This consultation will run throughout November 2013.

Consultation questions will be consistent with those asked in other planned activities but will provide the opportunity for respondents to offer their constructive savings and improvement priorities and proposals.

- a series of face to face consultation discussions, hosted by the Leader of the Council during November. Work is currently in hand to identify key partner and stakeholders to invite to specified events. An open event will also be organised for the general public.

5.3 A key focus of the consultation will be to seek views which allow the Council to determine its medium term priorities within the Making Clackmannanshire Better improvement programme. This focus recognises that given the scale of the financial challenges faced by the council, it has to make extremely difficult choices about where to spend its reducing resources.

5.4 The format for the consultation is built around:

- our Commitments
- our Challenges
- our Choices.

The consultation aims to seek views from our partners, stakeholders, and the public with regards the relative priorities of the potential options the Council has for the future, including those relating to the provision of discretionary services. These options are classified as follows:

- Stop
- Reduce
- Charge
- Change.

5.5 As in previous years, consultation with Trade Union remains a significant feature of the Council's approach. This takes two broad forms- specific consultation on proposals which have the potential to affect the Terms and Conditions of Council employees which has been the subject of specific detailed discussions on options and proposals since April (in respect of the forthcoming Budget round); and more general consultation on wider savings proposals which are conducted through specific Budget briefings which are held in parallel with those undertaken for elected members at the end of each round of Budget Challenge meetings.

5.6 The next meeting with elected members is scheduled for the 6 November 2013 and with Trade Union representatives on 19th November. These meetings will provide an updated picture of budget preparations following the Budget Challenge round which concluded on the 1 October 2013.

6.0 Conclusions

6.1 There is no real change to reflect with regards the previously reported financial outlook. The picture presents an extremely challenging prospect for the Council in

both the short and medium term. Significant work is in hand to, as far as possible, reduce the Council's budgeted net expenditure. The most recent work highlights that the Council needs to bridge a funding gap in the order of £25m by March 2018.

6.2 At this time of year, focus understandably shifts to the detailed preparations which will allow the Council to set a balanced budget. However, in parallel, much work is being taken forward to establish a sustainable cost base through *Making Clackmannanshire Better*. There is a separate report to this Council meeting detailing progress in this respect.

6.3 A significant focus of activity during November is on consultation with our communities, service users, partners, staff, elected members, trade union representatives and the public. This aims to provide information on which services should be prioritised in the future.

7.0 Sustainability Implications

7.1. The Council's budget and its approval will allow services to deliver against sustainable outcomes.

8.0 Resource Implications

8.1. Financial Details

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

8.3. Staffing

as above

9.0 Exempt Reports

9.1. Is this report exempt? **No**

10.0 Declarations

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

(1) Our Priorities

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

11.0 Equalities Impact

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

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".

None

14.0 Background Papers

- 14.1 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

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Approved by

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

Report to Clackmannanshire Council

Date of Meeting: 24 October 2013

Subject: Making Clackmannanshire Better - Update

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. The purpose of this report is to maintain Council's regular update on the establishment, development and implementation of Making Clackmannanshire Better (MCB), the Council's business transformation programme.

2.0 Recommendations

- 2.1 It is recommended that Council notes:
- a) progress made since the last update report; and
 - b) the planned activity in the coming months.

3.0 Considerations

- 3.1. The last update on the MCB programme was considered by Council on 15 August 2013. The focus of that paper was updating Council on programme workstreams and key themes.
- 3.2. Since that update, activity has focused on:
- Workstream 1 - Making It Happen (The Tullibody Pilot);
 - Workstream 5 - Making Our Organisation Stronger;
 - further work on programme resourcing.

Some of these developments are considered in more detail in the rest of this report.

- 3.3. **Workstream 1** - The Tullibody Pilot is making steady progress. The pace of delivery increased during September, with a key focus being on enhancing community engagement and developing working relationships. Individuals have now been allocated roles, including a dedicated Project Manager,

Project Lead, Community Liaison Officer as well as other supporting roles, e.g. community development support. This has now enabled a series of engagement meetings with the community to be progressed, including initiating some important elements of the Community Action Plan. A schedule of meetings has been agreed with the community stakeholder group through to December to ensure ongoing engagement. The scope of the Pilot has been progressed and is close to completion, as is the internal data mapping. The data mapping, due to complete at the end of August, has experienced several weeks' slippage whilst work within the project team has focused on establishing necessary working relationships and defining a detailed scope for delivery.

3.4. Looking forward to the next few months, this workstream will focus on:

- further progressing priority elements of the Community Action Plan, in conjunction with the community stakeholder group, including the identification of potential external funding streams, where appropriate;
- completing the data mapping exercise through establishing key measures to underpin the required data analysis and evidence any identified service improvements;
- developing potential options for new models of service delivery in Tullibody to best meet local need and demand.

3.5. **Workstream 5** - is also making good progress. Following project resources being allocated in August, the pace of delivery has increased through September. Key priorities have been identified for delivery and inter-dependent pieces of work will be progressed simultaneously. These include refreshed organisational values, a leadership and management development programme and a fully integrated competency framework. Underpinning this work, and that of the wider Making Clackmannanshire Better programme, has been the development of a People Strategy and a Communications Strategy, which are being presented for Council consideration at today's meeting.

3.6. Looking forward to the next few months, this workstream will focus on:

- further progression of a leadership and management development programme, and refreshed organisational values and competency framework;
- improving employee engagement and recognition (recognising success and achievement to foster a culture where these are shared and celebrated consistently across the organisation).

3.7. **Workstreams 2, 3 & 4** - the initial focus for establishing the programme has concentrated on Workstreams 1 and 5, however, with those areas now gaining momentum, attention will be given to the initiatives identified within these workstreams.

3.8. Work is already ongoing on the review of advice services, with data on internal provision having been captured and information on external provision being sought. Once the external information has been received, an analysis of

overall provision will be undertaken and potential options for future provision developed.

- 3.9. In addition, work has begun on the review of school estate, catchment areas and transport. Two meetings have taken place, with up to date baseline information being gathered and analysed.
- 3.10. Looking forward to the next few months across workstreams 2-4 more broadly, attention will turn to:
- a review and definition of initiatives within each service area that fall within these workstreams plus associated status reports:
 - identification of inter-dependencies across initiatives and workstreams;
 - identification of project roles and ongoing review of resource requirements.
- 3.11. Council was previously advised that a launch of Making Clackmannanshire Better was proposed for 22 October 2013, with Sir Harry Burns as guest speaker. Unfortunately, we have had to revise our original proposals, primarily because Sir Harry is no longer available on that date, and will not now be available until late January 2014.
- 3.12. It is still proposed that we hold a launch, with partners, of Making Clackmannanshire Better and the Single Outcome Agreement in November 2013, with some community input. Further to this, it is proposed that we hold a Tullibody-focused event in the New Year, to which Sir Harry Burns has been invited and has agreed in principle to attend.
- 3.13. Work continues on developing MCB programme communications. As an integral part of this, the following are being progressed:
- an MCB web-page for ClacksWeb;
 - a dedicated MCB e-mail address for enquiries;
 - as part of the launch, marketing and communications materials, including social media, to support awareness of MCB;
 - Frequently Asked Questions to be published on CONNECT and ClacksWeb;
 - ongoing updates in Grapevine and the View;
 - regular briefings for key stakeholders.

Conclusions

- 3.14. The Making Clackmannanshire Better Programme continues to develop momentum, particularly as programme resources have now been allocated to specific roles. A number of practical developments have been progressed within Workstreams 1 and 5 since the previous report, with further work in these areas and Workstreams 2, 3 and 4 planned for the coming period.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. *Financial Details* - no direct implications arising from this report.

5.2. *Staffing* - no direct implications arising from this report.

6.0 Exempt Reports

6.1. Is this report exempt? No

7.0 Declarations

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

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

The area has a positive image and attracts people and businesses	<input 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)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? N/A

9.0 Legality

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

10.0 Appendices

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

NONE

11.0 Background Papers

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

No

Author(s)

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

Report to Council

Date of Meeting: 24 October 2013

Subject: People Strategy 2013-17

**Report by: Head of Strategy & Customer Services and Senior Support
Services Manager**

1.0 Purpose

- 1.1. The purpose of this report is to present to Council the People Strategy for the period 2013-17.

2.0 Recommendations

- 2.1. It is recommended that Council:
- a) approves the People Strategy 2013-2017

3.0 Considerations

- 3.1. The Council approved the current People Strategy in December 2009 as part of a suite of organisational development strategies supporting the organisational change programme.
- 3.2. The current strategy has realised significant benefits for the Council, including increased organisational efficiency and improved staff satisfaction in many key areas. The strategy underpinned a period of significant change, including Single Status and the establishment of shared services, and has supported the shift towards a more efficient, corporate culture.
- 3.3. There is a requirement however to refresh our corporate people management strategy to ensure it remains fit for purpose and relevant. The reasons include:
- recognition within our Budget Strategy that looking at service resources in isolation is not a sustainable approach to delivering the levels of saving that will be required over the short to medium term. The Council approved our new organisational change programme, *Making Clackmannanshire Better*, our People Strategy therefore needs to ensure that our staff have the right skills, and are sufficiently flexible and resilient to enable sustainable public services of the future.

- the implementation of shared services has resulted in a unique council structure, significantly different from 2009. As it continues to develop, the way we support, develop and manage our staff needs to be accordingly flexible and responsive;
 - developments in community planning and Single Outcome Agreements, and particularly the need to bring about transformational change that will see closer integration of public services, with the need to migrate resources decisively towards prevention and early intervention;
- 3.4. The strategy has been drafted to underpin the vision and objectives of *Making Clackmannanshire Better*. In supporting the programme its underlying principles are:
- Alignment
 - Communication
 - Customer Focus
 - Inclusion
 - Partnership
 - Sustainability
- 3.5. To ensure the Council can deliver *Making Clackmannanshire Better*, the strategy's aims are centred around three elements:
- Make our organisation sustainable
 - Make our workforce resilient
 - Make our culture inclusive and positive
- 3.6. A detailed action plan is being developed to support implementation of the People Strategy and this will be monitored by CMT. Supporting projects are also being progressed as part of *Workstream 5: Making Our Organisation Stronger* within Making Clackmannanshire Better.
- 3.7. Trade Unions and the senior managers forum have also been consulted on the strategy.
- 3.8. There will likely be financial implications arising from the detailed action plan, e.g. the development of a leadership development programme, however any such initiatives will be contained within the existing approved budget or subject to a robust business case process.

Conclusions

- 3.9. The last few years has seen significant developments and improvements in our workforce planning and management, however, the significant challenges that lie ahead require us to look at our people approaches afresh. *Making Clackmannanshire Better* will require a resilient and sustainable workforce, underpinned by an inclusive and positive culture.

4.0 Sustainability Implications

- 4.1. Sustainability is an inherent principle of the strategy (discussed on page 7 of the draft).

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒

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

- 5.4. *Staffing - given its nature, the strategy will have significant implications for staff - as such, it has been subject to consultation with trade union colleagues and senior managers across the council. Staff and their union representatives will also have an ongoing role involvement in the implementation of the Strategy and people projects within Making Clackmannanshire Better.*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

8.0 Equalities Impact

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

Yes ☒ No ☐ - see appendix 2

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - Draft People Strategy

11.0 Background Papers

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

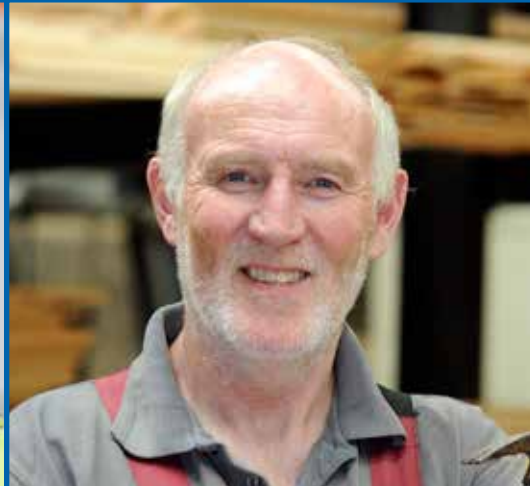
Yes ☐ (please list the documents below) No ☒

Author(s)

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Julie Burnett	Senior Support Services Manager	2022

Approved by

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Nikki Bridle	Director of Finance & Corporate Services	Signed: N Bridle



Better Services

Better Opportunities

Better Communities

**People Strategy
2013-2017**



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Foreword

The Council's previous *People Strategy 2009-2014* set out an ambitious development programme supporting organisational change. A significant number of achievements have taken place since that strategy was introduced, including the implementation of the Single Status Agreement; a significant restructuring of some services to ensure consistency in staffing numbers and to deliver efficiencies; the introduction of flexible and alternative ways of working; the annual measuring of staff perceptions via the Employee Survey; introduction of a Core Competency Framework and Performance Review and Development (PRD) process; significant improvements in communication with our people; the successful introduction of the Clackmannanshire Improvement Model (CIM); as well as the on-going pursuit of national Customer Service Excellence accreditation and embedding of Investors in People standards.

The Council continues to face significant financial pressures and challenges as a result of public sector reform, welfare reform and the challenging economic outlook. As a result, the way in which services are delivered in Clackmannanshire in the future will have a very different look and feel from the present; at the heart of this will be a 'whole systems'¹ approach designed around our customers and communities. It is vital, therefore we ensure we have the workforce we need to deliver services, both now and in the future.

The context for delivering change in Clackmannanshire is complex and unprecedented. At the same time as facing reductions in funding, the Council is also contending with challenges presented by increasing demand for certain services as a result of significant demographic changes. This will change the way in which customers interact with the Council and the way in which customers will expect services to be delivered. The use of modern and innovative digital systems is enabling customers to access services in new, more efficient ways, resulting in the need for new approaches to how our people work. Delivering integrated services in partnership with other public sector organisations will also require new and innovative working practices supported by a flexible and resilient workforce.

To deliver Clackmannanshire's vision over the next five years, we are embarking on a significant and ambitious programme of transformation. The Council recognises through this **People Strategy 2013-2017** that the successful implementation of this programme of change relies fully on the continued efforts of our people. This strategy therefore sets out the 'people journey' we need to embark on if we are to ensure our people have the skills, behaviours and competencies required to *Make Clackmannanshire Better*.

Elaine McPherson
Chief Executive
October 2013

¹ The systems approach considers the organisation (and its partners) as a complete entity rather than disparate parts, taking a holistic approach to planning for change; viewing the entity as a system composed of a set of inter-related - and thus mutually dependent - sub-systems, consisting of components, linking processes and shared goals.

In view of constant organisational change in technology, business processes, job descriptions and skill sets, organisations that properly deploy a systems approach can adjust quickly to these changes and remain viable.



Introduction

Through the Corporate Plan and the Single Outcome Agreement (SOA), the Council is committed to improving the long-term outcomes for our communities in Clackmannanshire. Both plans recognise that a step change is required in order to break the cycle of deprivation that creates inequalities in Clackmannanshire, and to manage the demand for sustainable services essential for the most vulnerable individuals in our communities.

It is through our people that we will realise our Vision, by enabling:

- Better services
- Better opportunities
- Better communities

The Council has a number of key corporate strategies in place to guide how we will achieve these aims, objectives and priorities. These strategies complement one another and promote a strategic, organisation-wide approach for delivering positive outcomes for our customers and our communities. This People Strategy is therefore closely aligned with the Council's other corporate strategies, and is integral to the Council's significant and ambitious programme of transformation, '*Making Clackmannanshire Better*'.

Underpinning everything we do lies the Council's Governance Strategy. This defines the key principles of good and effective governance.

Purpose

The overall purpose of our People Strategy is to:

- enable the Council to achieve its Vision through effective relationships with its people, customers, partners and stakeholders;
- encapsulate how that Vision will be achieved through an unambiguous People Mission;
- identify the principles which underpin the People Strategy and its implementation; and,
- set out the key aims and objectives of our People Strategy.

The key components of the People Strategy are illustrated in **Appendix 1**.



Our Vision

Our Vision is *Making Clackmannanshire Better*, through supporting Better Services, Better Opportunities, Better Communities.

To achieve this we will need to ensure:

1. Our leaders are effective; they value our people, and promote a positive organisational culture;
2. We communicate, consult and engage with our people and their representative groups in an open, transparent and responsible way.
3. Our workforce is sustainable, by implementing a consistent corporate approach to people management and planning based upon robust and accurate workforce information;
4. We demonstrate best practice and strong governance, comply with statutory and legislative requirements, and control and manage risk to protect both the organisation and our people;
5. Our people are clear what is expected of them to deliver our Vision and objectives; we know how well they are performing, and proactively develop and support them to meet both the Council's and their own objectives;
6. We have an inclusive and positive organisational culture, based upon shared values, fairness and equality of opportunity.

Our People Mission

Our mission is to ensure that we have the right people with the right skills and behaviours, in the right places to enable sustainable, high quality services for the communities of Clackmannanshire.
--

Principles

The People Strategy acknowledges that in the current climate of uncertainty, organisational change is inevitable. If we are to continue meeting the needs and expectations of the communities we serve, we need to be open to working in new ways, whether that be in terms of internal structures, or externally, in partnership with other agencies and stakeholders. Workforce planning and development, resource management and good governance are all crucial to achieving effective organisational transformation.

Organisational culture is a major influence on people's behaviour and performance, particularly in a period of significant change. To optimise positive behaviours and performance consistently throughout the organisation, it is important that priorities and objectives are clearly identified and understood by all our people, that there are shared values underpinning all decision-making and actions, and that our people are sufficiently resilient and supported.



The People Strategy recognises the importance of shared values and principles in developing and embedding a corporate culture that values our people, drives their performance and holds them to account.

Accordingly, our decision-making and actions in relation to our people will be underpinned by the following People Strategy Principles:

- Alignment
- Communication
- Customer Focus
- Inclusion
- Partnership
- Sustainability

Alignment:

It is important that all of our corporate resources are aligned to our business objectives. In terms of our people, we will ensure that everyone is clear what is expected of them; we have consistency of jobs, structures and pay across the organisation; we will also ensure that we have sufficient and appropriate skills, knowledge and experience within our workforce to achieve our aims and objectives; skills, knowledge and experience will then be deployed effectively to optimise performance and service delivery.

Communication:

Excellent communication is vital to help our people, customers, stakeholders and partners understand what the Council does and why. In terms of internal communication, we know from feedback that our approaches need to be better planned and co-ordinated, honest and consistent, timely and relevant.

Successful delivery of our Corporate Priorities relies on a strong, embedded culture of excellent communication and effective engagement at all levels throughout the organisation and with our customers, stakeholders and partners.

Customer Focus:

Excellent customer service requires a proactive approach to identifying and anticipating customer needs. This will enable the organisation to align our people more effectively, manage customer expectations and plan the delivery of targeted and cost efficient services.

Inclusion:

It is important that our people feel valued, respected and are socially accepted and fairly treated irrespective of origin, age, race and ethnicity, culture, religion, beliefs, gender, sexual orientation and identity or disability. An inclusive organisational culture will motivate individuals to better perform and contribute to achieving our aims and objectives.

Partnership:

Strong collaborative and partnership working enables us to develop and shape services around communities and improve outcomes for the people of Clackmannanshire. Partnership working ensures that our collective resources



are focused and targeted on the most vulnerable communities. Working together allows vital information and intelligence to be shared, reducing duplication and increasing efficiency and effectiveness. Engaging with our communities is also essential in improving how we shape and deliver public services.

Sustainability:

Our sustainability as an organisation is defined by our resilience. Resilience is determined by our ability to respond to change, anticipated or otherwise. An integral aim of *Making Clackmannanshire Better* is to build organisational resilience and our people will be key to the successful delivery of this. To ensure that we have the right people with the right skills in the right place, we need to have effective workforce planning and performance management mechanisms, and learning and development programmes in place.

Our People Aims and Objectives

To enable us to implement our Vision, we have identified the following overarching aims. These are based on the underpinning principles of Alignment, Communication, Customer Focus, Inclusion, Partnership and Sustainability.

Our Aims:

- 1 Make our organisation sustainable
- 2 Make our workforce resilient
- 3 Make our culture inclusive and positive

Aim 1 - Make our organisation sustainable

To make our organisation sustainable, we must be able to respond to continuing, as well as changing, customer needs, set against a backdrop of increasing financial constraints. To achieve this, we must ensure that our resources are aligned to our Corporate Priorities and are managed effectively and consistently.

Objectives:

- Ensure our organisational design is fit for purpose now and is flexible enough to meet future needs and demands.
- Ensure that our workforce planning is aligned with our Corporate Priorities.
- Pursue initiatives that facilitate joint working or partnership opportunities, where appropriate.



Aim 2 - Make our workforce resilient

As business needs change, we must ensure that our people are sufficiently skilled, supported and developed to enable effective delivery of their agreed business objectives. We must make sure we can identify and retain the best talent within the organisation and attract new talent in the future.

Objectives:

- Ensure consistent, effective leadership and management across the organisation.
- Ensure our people are appropriately skilled to meet their business objectives.
- Ensure our people are accountable, effective and efficient in the performance of their role.
- Ensure our people are motivated and have clear direction in the delivery of services to our customers

Aim 3 - Make our culture inclusive and positive

As well as being key to organisational sustainability and resilience, our people will also determine our culture. Every individual - elected members, senior managers, staff and stakeholders - will influence and shape our identity as a large scale service provider and employer.

We want Clackmannanshire Council to be recognised for excellent customer service. We want to be identified as an excellent service provider and employer who recognises achievement and celebrates success, values diversity and ensures equality of opportunity for all. Our organisational culture will be a significant factor in terms of attracting and retaining skilled and talented staff to enable us to deliver the best possible services to our communities.

The behaviours of all of our people will set the cultural tone for our organisation. We all have an obligation to treat people fairly and with respect; to value the skills, knowledge, talent and opinions of others; and, to strive for improvement, as well as to embrace personal and professional development in order to achieve our Corporate Priorities.

Objectives:

- Ensure our core values reflect the current aspirations of the organisation and support an inclusive, positive organisational culture.
- Ensure that our people practices are fair and consistent, value diversity and afford equality of opportunity.
- Align our training and development programme with our Corporate Priorities and ensure that it supports our people to develop the technical knowledge and skills, as well as the behavioural competencies required to perform in their respective roles.

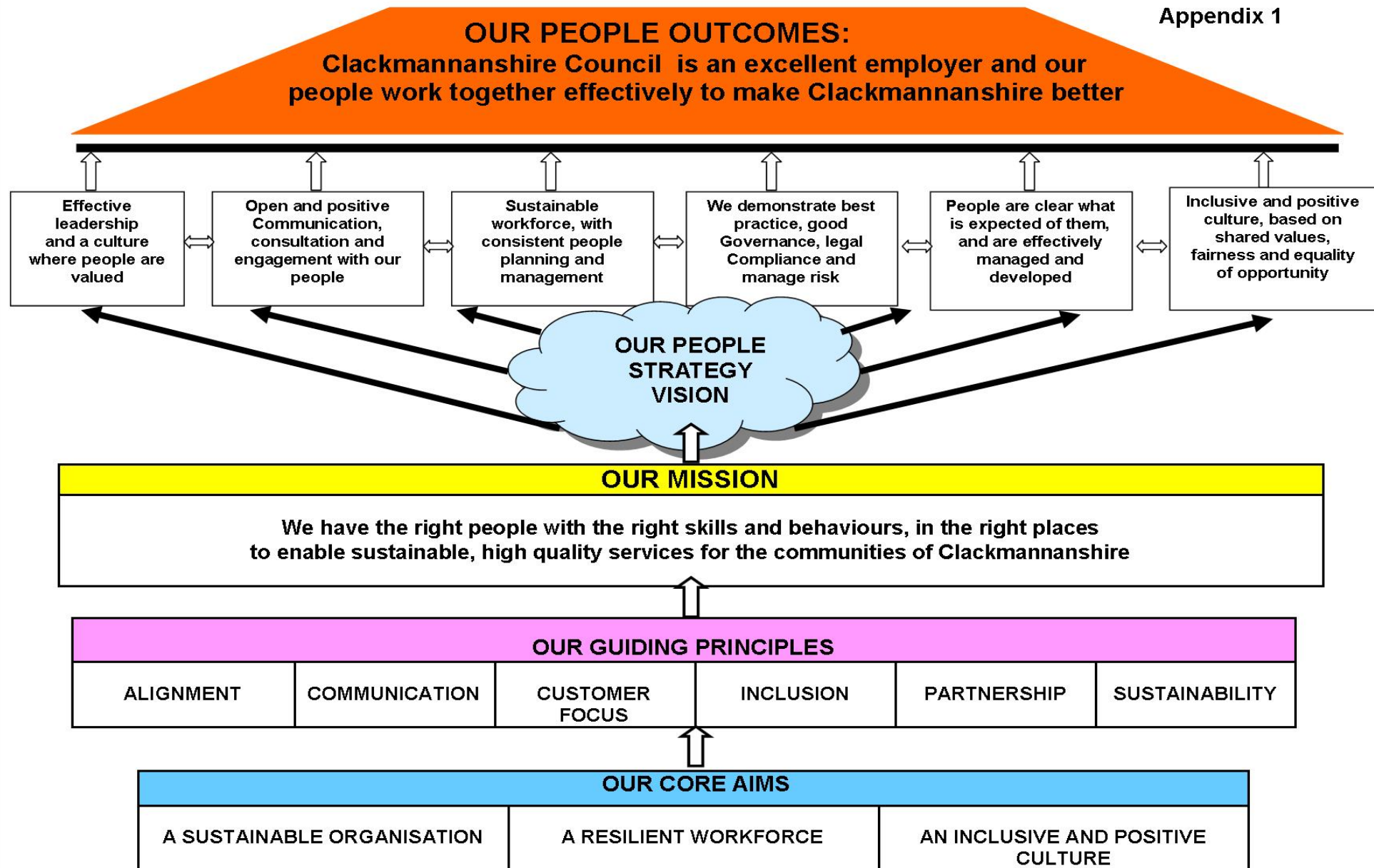


Taking our People Strategy forward

The landscape within which the Council operates is constantly changing. In delivering the People Strategy, we will fully consider the impact of developments such as the Council's Corporate Plan 2012-2017, the new Single Outcome Agreement 2013-2023, including initiatives being delivered under the umbrella of Making Clackmannanshire Better. We will also consider the increasing and changing demand for services, and the challenging context in which we find ourselves, to develop priority actions for delivering our People Strategy.

Everyone, regardless of their role within the organisation, has a responsibility to ensure that our People Strategy works in practice.

The People Strategy will be reviewed annually to ensure it remains fit for purpose and is having a positive impact towards achieving our overall Corporate Vision. This will include an evaluation based on our People Results by the senior management teams, as well as working closely with our people and Trade Unions to consider its ongoing effectiveness.





Appendix 2

People Mission

Our mission is to ensure that we have the right people with the right skills and behaviours, in the right places to enable sustainable, high quality services for the communities of Clackmannanshire

Make our organisation sustainable	Make our workforce resilient	Make our culture inclusive and positive
<ul style="list-style-type: none"> ensure our organisational design is fit for purpose now, and flexible enough to meet future needs and demands; maintain consistency in the respective roles and competencies of our employees; proactively plan for and develop our workforce to meet future needs; pursue initiatives that create joint working opportunities to benefit the area, while always recognising the need for a strong, independent Clackmannanshire Council; implement a culture of succession planning, identifying existing ability and talent in the workforce, including liaison with schools and colleges; implement self-service in relation to certain routine administrative HR tasks to embed accountability and optimise professional HR support for employees and managers. 	<ul style="list-style-type: none"> plan strategically for future workforce requirements; align plans and strategies with the workforce profile, therefore optimising the skills and capacity of the workforce; develop leadership and management skills and capacity; ensure robust and accurate workforce information is available to aid business planning, performance management, decision-making and service delivery; ensure proactive forward-looking workforce planning becomes an integral part of the business planning and decision-making process; create opportunities for flexible personal development for all our people; work with partners to develop an integrated and co-ordinated approach to planning our workforces to best deliver services to the communities we serve; ensure our people are clear what is expected of them, with accountabilities clearly defined and managed. 	<ul style="list-style-type: none"> ensure our core values reflect the current aspirations of the organisation and support a positive, inclusive organisational culture; Ensure our people are recognised for their achievements; centralise our recruitment process as well as increase the online recruitment process; ensure our people policies and procedures are robust, reviewed regularly and implemented effectively; work towards embedding the Investors in People (IiP) standards; review our competency based PRD process ensuring our people are included and have access to relevant training and development opportunities; use PRD process to reflect performance, encourage open and honest dialogue and drive continuous improvement; listen to and act upon employee feedback; review the competency framework to develop further behavioural, technical and managerial competencies.

