CLACKMANNANSHIRE COUNCIL

Report to CLACKMANNANSHIRE COUNCIL

Date of Meeting: 24th October 2013

Subject: Corporate Communication and Marketing Strategy 2013-2017

Report by: Head of Strategy and Customer Services

1.0 Purpose

1.1. The purpose of this report is to seek Council approval for the Corporate Communication and Marketing Strategy 2013-2017.

2.0 Recommendations

2.1. It is recommended that Council:

a) approves the Corporate Communications & Marketing Strategy 2013-2017

3.0 Considerations

3.1. Over the life of the previous Corporate Communications and Marketing Strategy significant improvements have been made in the way that the Council manages its Communications. Improvements including the development of Clacksweb, the introduction of Grapevine, VIEW, CONNECT, Social Media and a full refresh of our Corporate visual identity, have been implemented.

3.2. This strategy looks to build on that work, whilst recognising that the Council must continue to adapt and develop along with the needs of customers, staff, partners and other stakeholders. New ways of working and new developments and technology require flexible, adaptable and nimble approaches in communications.

3.3. The strategy aims to provide a focus on how we will develop and communicate our brand 'Making Clackmannanshire Better' locally, regionally and nationally recognising the opportunities in Clackmannanshire for encouraging more people to do business, live in and visit Clackmannanshire. This strategy recognises that through developing and building a strong, embedded culture of better communication at all levels throughout our organisation, we can successfully communicate and market our vision, priorities, successes and achievements.

3.4. The Corporate Communications and Marketing Strategy has identified three overarching aims:

- Ensuring that our Digital Communications develop in line with technology and our customers needs.

- Ensuring that our Internal Communications are effective and valued by our People;

- Ensuring that our External Communications are effective and responsive to our customers needs;

3.5. The Corporate Communications and Marketing Strategy, which has been developed through cross service collaboration, also identifies 3 overarching outcomes that the Council wants to achieve. These are;

- Improved communication with our people, partners, customers and stakeholders making the best use of latest technology;

- A strong brand which is consistently communicated and recognised by our people, partners, customers and stakeholders;

- Marketing strategies which raise the profile of Clackmannanshire and which encourage more people to do business in Clackmannanshire, visit Clackmannanshire and live in Clackmannanshire.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. There are no unbudgeted financial or staffing resources arising from this strategy.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

Our communities are more cohesive and inclusive   ☐

People are better skilled, trained and ready for learning and employment	☐
Our communities are safer	☐
Vulnerable people and families are supported	☐
Substance misuse and its effects are reduced	☐
Health is improving and health inequalities are reducing	☐
The environment is protected and enhanced for all	☐
The Council is effective, efficient and recognised for excellence	☑

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - Draft Corporate Communications and Marketing Strategy 2013/17.

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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Cherie Jarvie	Strategy and Performance Manager	2365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy and Customer Services	Signature: S Crickmar
Nikki Bridle	Director Finance and Corporate Services	Signed: N Bridle

Making Clackmannanshire Better

Clackmannanshire
Council
www.clacksweb.org.uk

Draft Corporate
Communications
& Marketing
Strategy

2013-2017

Better Services

Better Opportunities

Better Communities

Contents

Foreword

Better communication provides the foundation of the work of the entire Council and its partners working in Clackmannanshire. Better communication ensures our people, partners, communities and stakeholders (including elected members) understand what Clackmannanshire Council does and why. Achieving Clackmannanshire Council's corporate vision and priorities requires effective communication.

By increasing understanding amongst our various audiences of our priorities, services and performance, we can build and improve our reputation and corporate brand locally, regionally and nationally. Through strong and effective communication we can promote Clackmannanshire as a destination; a place to do business, an attractive place to visit, and a safe place to live where quality of life is high. How we promote Clackmannanshire as a destination can create economic and social benefits through attracting new businesses and employment and creating stronger and more resilient communities. Through developing and building a strong, embedded culture of better communication at all levels throughout our organisation, we can successfully communicate and market our vision, priorities, successes and achievements.

This Corporate Communications and Marketing Strategy (2013-2017) sets out how Clackmannanshire Council will drive better communication throughout the organisation and with its partners, communities and stakeholders ensuring a commitment to continuous improvement.

Through implementing this strategy the Council wants to achieve:

♦ Improved communication making the best use of latest technology;

♦ A strong brand which is consistently communicated and recognised;

♦ Marketing strategies which raise the profile of Clackmannanshire and which encourage more people to do business in Clackmannanshire, visit Clackmannanshire and live in Clackmannanshire.

Elaine McPherson,
Chief Executive

October 2013

Introduction

Clackmannanshire Council has clearly set out its vision in its Corporate Plan (2012-2017) for 'Taking Clackmannanshire Forward' through achieving:

♦ Better Services

♦ Better Opportunities

♦ Better Communities

The Council has a number of key corporate strategies in place to guide how we achieve our corporate priorities. These strategies complement one another, and promote an organisation-wide strategic approach in delivering positive outcomes for our customers and communities. This strategy is therefore closely aligned with the Council's other corporate strategies as well as the Council's business improvement programme 'Making Clackmannanshire Better' and Clackmannanshire's Single Outcome Agreement for 2013-2023 which sets out our vision for Clackmannanshire's communities.

Purpose

The overall purpose of our Communications and Marketing Strategy is to:

♦ Enable the Council to achieve its corporate vision through effective communication;

♦ Identify a clear vision for achieving better communication;

♦ Promote Clackmannanshire as a destination; a place to do business, a place to visit and a place to live where the quality of life is high.

Context

How the Council communicates is changing. New developments and technology require flexible, adaptable and new approaches to communicating with our key audience. Traditional media, has in recent years, lost its monopoly on news - our 24 hour news environment is now more on demand and is often consumed digitally and on the move through hand-held devices.

The last few years has also seen the democratisation of the media – anyone with a computer and an opinion can now be a media owner or publisher. Millions of people now act as online commentators, creating their own news and broadcasting their personal opinions (about individuals, companies and organisations), comments and views in real time. And this information can be accessed instantaneously by anyone via the internet. Unlike traditional media, online media is largely unregulated and uncontrolled.

Added to this, local government's diminishing resources and growing demand for services mean that we are predicting substantial funding gaps over the next five years. The Council is rising to that challenge and is finding many new ways of doing more with less, which means new ways of working for our people, and new ways of delivering services for our customers, which in turn brings further communication challenges.

These technological and societal changes are having a far-reaching impact on the communications discipline and are presenting huge challenges, as well as opportunities. Every aspect of how, when and where we share and consume information is being impacted.

The Council and our partners have a broad range of customers and stakeholders, and we need to adapt and target our approaches to ensure our communications are as effective as they can be. This requires approaches which are flexible, innovative and responsive to our customers' needs, whether they are local residents, elected members, employees, potential visitors to Clackmannanshire, or the media. This strategy aims to demonstrate how as an organisation we understand our customer insight and how we will respond to our customers' evolving needs over the next five years.

Mission, Objectives and Aims

Mission

Effectively communicate and promote our corporate vision 'Making Clackmannanshire Better' to all our stakeholders.

Objectives

Operating within this challenging context, our Communications and Marketing strategy aims to enable the Council to deliver better communications and ensure that our key messages are clearly communicated, both internally and externally. Consistently developing, managing, protecting and communicating our corporate brand, both internally and externally is key to achieving and promoting our corporate vision in 'Making Clackmannanshire Better'.

'We need to ensure that we engage effectively with our people, partners, communities and stakeholders so they have the information they need to understand and influence decisions about how we deliver services in Clackmannanshire'.

To achieve this overall objective we need to:

♦ ensure effective communication on the actions and decisions taken by the Council, clearly demonstrate how our people, partners', customers' and stakeholders' views have been taken into account;

♦ ensure that the Council and our partners' communication channels are aligned for maximum impact and we are collectively listening and responding to our customer's needs;

♦ manage, promote, market and protect a clear brand identity for the Council under the Council's corporate vision 'Making Clackmannanshire Better';

♦ ensure that the Council's brand, vision and priorities and achievements are communicated systematically;

♦ provide relevant, useful, informative, timely and accessible information about Council services in a format suitable to the audience, so that customers find it easy to participate in and influence the Council's decisions, at a level they feel comfortable with;

♦ promote and market Clackmannanshire as an attractive place to work, live and visit;

♦ ensure that our people have the information they require to do their jobs and feel valued and engaged in achieving our corporate vision and delivering our corporate priorities;

♦ ensure that our leaders and managers have the appropriate skills and support to be better communicators.

Aims

This Communications and Marketing Strategy identifies three overarching aims which provide the focus of this strategy. These overarching aims are to:

♦ Ensure our internal communications approaches and channels are highly effective and valued by our people;

♦ Ensure our external communications and marketing approaches and channels are highly effective and responsive to our partners', stakeholders' and customers' needs;

♦ Ensure our digital communications develop in line with advancing technology and customer needs, both internally and externally.

Internal Communications

Aim - Ensure our internal communications approaches and channels are highly effective and valued by our people.

Our people play a crucial role in promoting our reputation and brand. Whether they are frontline staff or officers representing the Council externally, the way they behave and how they talk about the Council can have a huge impact both on internal and external perceptions. Successful delivery of our corporate priorities relies on a strong, embedded culture of better communication and effective engagement at all levels throughout the Council. Better, and consistently deployed, internal communication and engagement ensures that our people are positive ambassadors of our corporate brand.

Our intelligence demonstrates year on year improvements in the way that the Council communicates with its people. There is, however, work to be done in consistently deploying our communications approaches across the Council and at all levels of the organisation. We know from our customer insight that our internal communications need to be better planned and co-ordinated, honest, clear and concise, consistent, timely and relevant. This has been factored into one of the work-streams within the 'Making Clackmannanshire Better' programme.

There are key areas where we recognise that we need to improve our approaches, and deployment of approaches, in relation to internal communications. These key areas are:

Strong, consistent and visible leaders

Strong, consistent and visible leaders are key to ensuring a strong embedded culture of communication and engagement and in creating a positive organisational culture. Strong leadership articulates and represents the values of an organisation, promotes consistent use of the corporate brand and promotes and protects a positive reputation for the Council. Ensuring that our leaders have the appropriate skills and support to lead a positive communication culture is key in achieving our corporate vision and priorities.

Communicating and managing change

Better communication is integral for managing and implementing change effectively. To gain understanding and acceptance of any change, we must communicate appropriately at every stage of the change process. Our people are key in delivering change and transformational change. Their input is essential in ensuring that change is viable, positive and effective. Through deployment of our corporate communications approaches, high profile communications campaigns supporting our business improvement programme, 'Making Clackmannanshire Better', are necessary.

Communication channels

How we communicate internally, and ensuring that we develop effective internal communications channels are key to delivering the aims and objectives set out in this strategy. Developing strong internal communications require strong leadership, but also mechanisms which facilitate two way communication which listens to and responds to our people. Ensuring channels such as CONNECT and Grapevine are fit for purpose, effective and provide value for money is essential. Developing further channels to support internal communication is also important, particularly in line with the People Strategy and new ways of working that will develop through 'Making Clackmannanshire Better'. Through deployment of this strategy new channels such as focus groups, blogs and interactive social business tools will be developed, piloted and evaluated.

Celebrating success

Celebrating our achievement and success is important to our people. Ensuring that our culture recognises achievement, success and hard work of our people is an important element of how we engage. Our internal employee awards scheme will be refreshed and rebranded to ensure corporate consistency and widely promoted and communicated to our people. A culture of acknowledging and learning from our errors, goes hand-in-hand with this. The Council has a positive track record of achieving national awards and recognition, and we will continue to use these to promote and market our achievements and success - both in Clackmannanshire and elsewhere.

This strategy identifies a number of action areas for improving how we communicate internally:

Internal Communications - Objectives

- Ensure that the Council's corporate vision and priorities are systematically communicated to all employees;
- Ensure that the Council's brand 'Making Clackmannanshire Better' is communicated consistently in all key internal documents;
- In line with the People Strategy, put in place a programme to ensure that our leaders have the necessary behavioural, technical and managerial competencies in communications;
- Ensure the design house style systematically promotes the corporate brand and vision;
- Ensure that we celebrate and communicate success through refreshing and re-branding our internal people awards in line with the People Strategy;
- Pilot new innovative internal communications channels to support a culture of strong, consistent and visible leaders;
- Roll out a programme of media training for senior managers and elected members.

Performance

We will measure impact of our internal communications approached through established measures in our employee survey.

External Communications

Aim - Ensure our external communications and marketing approaches and channels are highly effective and responsive to our partners', stakeholders' and customers' needs

Clackmannanshire Council is a complex organisation that delivers a range of diverse services, directly and in partnership, to many different groups of people and individuals. How we communicate, engage, inform and consult with these various stakeholders determines how we deliver our priorities and how we show how we are performing as an organisation. Our reputation, as a service provider, as an employer and as a county, is shaped as much by our ability to communicate as it is by the actual quality of the services we provide.

How we improve, manage and protect our reputation and brand is driven by two major factors: the quality of service our customers receive and whether they feel the Council is honest and competent in delivering services for our communities. Building and developing trust with our customers, stakeholders and partners is key to managing and protecting our brand. Listening to the views, opinions and feedback from our customers and responding honestly and with transparency is crucial in maintaining and developing trust.

Our intelligence demonstrates that we are improving year on year how we engage and communicate with our customers. We have consistently high levels of residents' satisfaction with how we deliver services; indeed we are top-performing in Scotland for a number of services. We recognise and identify a number of areas for improvement however, particularly in consistently managing and deploying our approaches in building, developing and protecting our corporate brand and vision.

Listening to our customers, stakeholders and partners, however, is more important now than ever before. With reducing public sector budgets, and the Council revising what and how we are delivering services, engaging, communicating, listening and consulting with our communities to get their feedback is crucial. Ensuring that we have the right external communication channels which facilitate two-way sharing of information, thoughts and opinions, and that they are consistently used across the Council is a key challenge in this strategy.

The accessibility of our external communications channels is more important than ever before. We are seeing significant jumps year on year with people using digital media to contact the Council and to receive information and services. Use of online services and mobile technology is increasing, and our customers expect fast pro-active and reactive communication with the Council through our social media channels. Whilst use of digital media is increasing, the Council also recognises that other customers wish to access information and services via other offline, traditional channels of communications.

This strategy identifies a number of key areas where we recognise that we need to improve our approaches. These are:

Reputation and branding

Managing and protecting our corporate reputation and brand is a key driver of public satisfaction with the Council. Our corporate brand and vision is 'Making Clackmannanshire Better - creating better services, better opportunities and better communities. Managing and protecting our corporate reputation and brand relies on well planned, co-ordinated and consistent communications approaches. Ensuring a strong and embedded culture of better communication, driven by our leaders is key. Well planned, consistent campaigns which are integrated where appropriate will ensure clear messages are communicated which provide high impact and provide value for money.

A brand is much more than just our logo; it has three main elements: the corporate identity, the way in which the organisation behaves, and its performance. Ensuring corporate branding, from vehicles and buildings, to use of bus shelter advertising and electronic screens in public areas of our buildings is key to marketing, promoting and communicating our priorities, achievements and success. Managing and protecting our corporate brand helps maintain trust and provides assurance to our people, customers, partners and stakeholders that we are delivering the best services for the people of Clackmannanshire.

Engagement and consultation

We will continue to improve the way in which the Council communicates, engages, informs and consults with our people, partners, communities and stakeholders on how local services are shaped and delivered. Through better planned and co-ordinated approaches, such as those being piloted through 'Making Clackmannanshire Better', we will ensure that we are engaging with communities in an honest and transparent way which will encourage two-way communication. Ensuring that we have in place flexible, adaptable and accessible approaches with our communities and customers is key to improving how we engage, listen and respond. Ensuring consistent leadership and deployment of corporate strategies is a key challenge set out in this strategy.

Marketing and profile

How we promote and market the Council to external markets - regional, national and private sectors - is an important element of managing our corporate brand. How we promote and market Clackmannanshire as a place to live, work and visit is an essential part of securing the improvements set out in our corporate vision - to provide better services, better opportunities and better communities. Marketing our strengths and opportunities is also an important element of securing the improved outcomes set out in our Single Outcome Agreement and achieving our vision for economic and community regeneration and growth.

We will raise the profile of Clackmannanshire through targeted media and marketing campaigns which will promote the Council, our partners and Clackmannanshire as an attractive area in which to live, work and to visit. Through working with our partners we will develop innovative campaigns to promote and market our strengths. Through promoting our performance, achievements and success we will raise our profile with regional, national and private sectors as a Council with high ambitions and innovative and better services.

We will maximise opportunities for promoting and marketing Clackmannanshire through 'Making Clackmannanshire Better'. We will also take full advantage of forthcoming major national events including the Commonwealth Games, the Queen's Baton Relay, Homecoming Scotland 2014 and Ryder Cup, linking into associated milestones and events. We will also ensure that major local events in the Council's calendar such as the move to Kilncraigs and the opening of the Speirs Centre are promoted at an appropriate level.

Emergency communications

Clackmannanshire Council is widely regarded as having strong partnership working relationships, and these are never more important that when responding to local emergencies. Emergency communications requires fast, flexible, accurate, informative, resilient and co-ordinated communications to be delivered across a range of public information channels in the event of emergencies. We will continue to work with our partners to ensure that we are providing effective communication in the event of local incidents and emergencies.

This strategy identifies a number of action areas for improving how we communicate externally:

External Communications - Objectives

♦ Develop a brand marketing strategy which will promote Clackmannanshire and the Council as a place to live work and visit making best use of current partnership resources.

♦ Develop an annual events marketing strategy to promote Clackmannanshire and take full advantage of national events and their legacies in 2014 and thereafter.

♦ Put in place innovative communications channels to promote our achievements, success and performance (and that of our partners) to local, regional, national and private sectors making best use of nationally recognised award schemes;

♦ Develop our customer information interfaces making best use of latest technology;

♦ Ensure our 'out of hours' and '24 hour emergency' communications services are resilient and fit for purpose.

Performance

We will measure impact of our external communications approaches through Clacks 1000 citizens panel; achievement of external awards and recognition and evaluation of campaigns and approaches.

MAKE A **LOCAL CHAMPION**
FEEL LIKE A COMMONWEALTH CHAMPION

PASS THE BATON

Digital Communications

Aim - Ensure our digital communications develop in line with advancing technology and customer needs, both internally and externally

Digital media and communications is vital to modern public service delivery. The shift to online activity, popularity of social media and mobile technology, requires a matching shift in emphasis within the Council to engage with our customers in this way. Developing in line with technological advances is essential in managing our corporate brand - as new digital media provides new customer capabilities, our services must follow.

Improvements in the way that public services are using digital technology have been significant in recent years. More services and information are now being delivered through electronic means, and more people want to access service delivery through an online interface. The capabilities of mobile technology also mean that our customers expect fast information through online media, social media and through services such as SMS messaging.

There are key areas where we recognise opportunities in developing our approaches to digital communications. These are:

Mobile web access

As web and digital capabilities evolve, we need to make sure that we stay up-to-date with the technology people are using to access Council information. Currently, around 25% of visits to ClacksWeb are made using mobile technology. We will, therefore, develop solutions around mobile web access for our top activities, as well as android and iOS web apps for our online services.

Social media

We will continue to develop communications using social media models and channels, both at a corporate level, but also to support communication for services and projects. We recognise that social media as a communications tools provides significant opportunities for the Council in managing the corporate brand and in promoting our achievements and success. Social media also provides opportunities for engaging and diverting customers to other channels of communication. Social media also enables the Council to listen and respond to the needs of our customers.

Digital communications and marketing

Marketing tools such as QR codes (Quick Response codes) are recognised as efficient ways of marketing and promoting information - particularly across national and private sectors. QR codes are scanned using Smart devices which then link the scanner to a website containing information. QR codes can be used in local and national print, and are an innovative, efficient way of routing a reader to a host information site. We are currently piloting the use of QR codes for improving our digital communications and marketing.

Webcasting

Webcasting provides online access to democratic discussions and the way in which decisions are made at Council. Webcasting is a way of improving transparency, understanding and accountability of local decision-making. We will explore the options for providing live webcasting of main Council and committee meetings as a means of improving internal and external communication.

Media & press office

We will develop an online service to manage media enquiries which will ensure that our media function is more efficient and consistent in responding to routine inquiries from the media. The online service will enable media organisations to access a range of information relating to the Council and submit requests for information or interviews.

This strategy identifies a number of action areas for improving how we communicate digitally:

Digital Communications - Objectives

♦ Develop our mobile web access solutions (android and iOS), with the aim of responding to increasing use of online services and evaluate their impact and use;

♦ Pilot the use of Quick Response codes for marketing materials and evaluate their impact;

♦ Develop social media as a communications channel for managers, elected members and for corporate projects;

♦ Investigate opportunities for providing webcasting as a way of improving public access to the decision-making process;

♦ Develop an online press office function and ensure an efficient response to incoming media and press requests;

♦ Conduct a desk and peer review of digital technology and communication advances to ensure that the Council is up-to-date with digital developments.

Performance

We will measure impact of our digital communications approaches through our statistics on ClacksWeb, CONNECT and social media.

Appendix 1 - Summary of Key Objectives

Ensure our **internal communications** approaches and channels are highly effective and valued by our people.

Ensure our **external communications** and marketing approaches and channels are highly effective and responsive to our partners', stakeholders' and customers' needs

Ensure our **digital communications** develop in line with advancing technology and customer needs, both internally and externally.

Ensure that the Council's corporate vision and priorities are systematically communicated to all employees;

Ensure that the Council's brand 'Making Clackmannanshire Better' is communicated consistently in all key internal documents;

In line with the People Strategy, put in place a programme to ensure that our leaders have the necessary behavioural, technical and managerial competencies in communications;

Ensure the design house style systematically promotes the corporate brand and vision;

Ensure that we celebrate and communicate success through refreshing and re-branding our internal people awards in line with the People Strategy;

Pilot new innovative internal communications channels to support a culture of strong, consistent and visible leaders;

Roll out a programme of media training for senior managers and elected members.

Develop a brand marketing strategy which will promote Clackmannanshire and the Council as a place to live work and visit making best use of current partnership resources.

Develop an annual events marketing strategy to promote Clackmannanshire and take full advantage of national events and their legacies in 2014 and thereafter.

Put in place innovative communications channels to promote our achievements, success and performance (and that of our partners) to local, regional, national and private sectors making best use of nationally recognised award schemes;

Develop our customer information interfaces making best use of latest technology;

Ensure our 'out of hours' and '24 hour emergency' communications services are resilient and fit for purpose.

Develop our mobile web access solutions (android and iOS), with the aim of increasing the use of online services and evaluate impact and use;
Pilot the use of Quick Response codes for marketing materials and evaluate their impact;
Develop social media as a communications channel for managers, elected members and for corporate projects;
Investigate opportunities for providing webcasting as a way of improving public access to the decision-making process;
Develop an online press office function and ensure an efficient response to incoming media and press requests;
Conduct a desk and peer review of digital technology and communication advances to ensure that the Council is up-to-date with digital developments.

Performance

Employee Survey.

Performance

Clacks 1000, external awards and recognition, evaluation of campaigns.

Performance
ClacksWeb, CONNECT, social media stats

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 24 October, 2013

Subject: Hospital Buses - Proposed Removal of H1 and H2 Services by
         NHS Forth Valley & Introduction of Demand Responsive
         Transport Service

Report by: Chief Executive

1.0   Purpose

1.1   The purpose of this report is to advise members formally of proposals NHS
       Forth Valley have put forward to replace the current H1 and H2 bus services
       between Clackmannanshire and Forth Valley Royal Hospital (FVRH) at
       Larbert with a Demand Responsive Transport (DRT) Service.

2.0   Recommendations

It is recommended that Council:

a)   notes the proposal by NHS Forth Valley to replace existing bus ervices
      H1 and H2 and to amend the existing Travel Plan in which the
      commitment to these services is contained;

b)   notes the proposal which was put forward by Council officers in 2012
      which, had it been accepted by NHS Forth Valley, would have offered
      improved public transport access between Clackmannanshire and
      FVRH and secured significant savings for both organisations
      (potentially £953,545 over 5 years for NHS Forth Valley and £28,355
      over an equivalent period for the Council);

c)   notes the representations which the Chief Executive and Leader have
      made to the Chief Executive and Chair of NHS Forth Valley over the
      last six months in respect of the importance of access between
      Clackmannanshire and the hospital in Larbert;

d)   agrees that the Council will support proposals which would improve
      overall access between Clackmannanshire and the hospital but will not
      support any proposals which will lead to any diminution of overall
      access;

e)   asks the Council Leader to write again to the Chair of NHS Forth Valley
      and the Scottish Government Minister for Health to reinforce the
      concerns in Clackmannanshire about the prospect of any diminution in

access between the county and the hospital in Larbert which may result as consequence of a change in NHS Forth Valley's commitment to the Travel Plan which was agreed in 2010; and

f)   notes that officers will continue to work in partnership with officers of NHS Forth Valley and other relevant organisations on transport proposals which will not diminish overall access.

3.0   Background

3.1.   The decision to site FVRH in Larbert was taken by the Board of NHS Forth Valley following significant local debate around the new hospital's location. This debate was particularly highly charged in Stirling and Falkirk where acute hospital provision was to be removed.

3.2   In Clackmannanshire, there was no angst about losing acute services as there were no such services based here. Rather the concerns revolved around ensuring there were community based non-acute services and that wherever any new acute hospital were sited, any resultant access issues to and from Clackmannanshire would be adequately addressed. The detailed rationale for this perspective was set out in the submission the Council made to the consultation on the review of acute services in December, 2002.

3.3   Given the significant concerns around access, once Larbert was chosen by NHS Forth Valley as the site of the new hospital, planning permission for the development was granted subject to a Section 75 Agreement which was entered into between Falkirk Council as Planning Authority and The Scottish Ministers dated 08 March 2007. This Agreement provided for a Travel Plan to be put in place by the Board for so long as "*the Development remains operational (whether in whole or in part) in public use.*"

3.4   Schedule Part 4 of the Agreement sets out The Travel Plan Details which include a requirement for:-

        "a minimum of 30 Minutes frequency direct bus service between the proposed bus stances located at the main hospital entrance and Alloa Bus station/town centre."

3.5   Notwithstanding the provision in the Section 75 Agreement, the Health Board and the Council agreed by exchange of letters in October, 2009, that a half hourly service from Alloa Town Centre to the Hospital did not best serve the needs of Clackmannanshire residents and that Clackmannanshire as a whole would be better served by a service offering a one hour frequency from Alloa town centre to the Hospital but which would run Dollar/FVRH/Dollar and Menstrie/FVRH/Menstrie alternately, with both services passing through Alloa town centre. These services ensured that there was a seamless service from the Hillfoots to FVRH.

3.6   A Service Level Agreement was then entered into between NHS FV and the Council in May, 2010, covering the period 03 August, 2010, to 04 August, 2013, whereby a bus service contract was procured on behalf of NHS FV by the Council for this period. In the procurement process, prices were sought for

both a five year period and a three year period, NHS FV opting for the three year period.

3.7   Towards the end of 2012, in the knowledge that the current services were due to end on 04 August 2013, the Council entered positively into discussions with the Health Board regarding the specification for the new bus service contract.

3.8   Acknowledging that NHS FV considered the cost of the existing H1 and H2 services to be too great, Council officers put forward an option which involved an integrated arrangement of the hospital bus services and various bus services provided by the Council. As well as improving overall access between the county and FVRH, this proposal also offered both the Council and NHS FV significant annual savings (NHS FV £953,545 and the Council £28,355). Having regard to operational and financial considerations, Council officers proposed that such new integrated services would be procured for a five year period.

3.9   NHS FV, however, did not wish to commit resources beyond a one year period and, thus, rejected the above proposal. Instead, NHS Forth Valley began developing options which potentially represented dimished access between Clackmannanshire (particularly the Hillfoots) and the hospital.

3.10   When this approach and new policy direction became known at chief officer and senior political levels, interventions and representations were made by the Council's Chief Executive and Leader with the result that NHS FV agreed to extend the contract for existing services H1 and H2 for six months to March 2014. This period was to be used to clarify mutual understanding of the section 75 agreement and to enable further work to be undertaken on potential alternative options to H1 and H2.

3.11   In the second week of October, 2013, NHS Forth Valley put forward consultative proposals to replace services H1 and H2 and these are set out in the next section.

4.0   Current Position

4.1   The Council was formally advised by NHS Forth Valley on 11 October, 2013, of proposals to replace existing H1 and H2 services with a DRT Service.

4.2   Full details as provided by NHS Forth Valley of the proposed DRT service are contained in the Appendix to this report. Key features are:

- it would transport those who qualify to use the service to either Kincardine or Tullibody from where existing commercial bus services would then be accessed
- only those people who met certain criteria would be able to use the service
- there would be charges for the DRT service for those who do not hold National Entitlement Cards
- bookings would require to be made at least 24 hours before travel to guarantee a journey on the DRT to one of the two interchanges.

4.3 In respect of b), DRT services will not be available from Alloa, Menstrie, Alva and Tullibody as these are areas which are assessed as being within 60 minutes travel time by public transport to FVRH. NHS Forth Valley estimates that around 20,000 residents would be eligible to use the proposed DRT service.

4.4 NHS Forth Valley have asked for formal feedback on the proposals by 1 November, 2013.

5.0 Considerations

Access

5.1 The construction of the hospital in its current location was originally not objected to by the Council on the basis that the resultant access issues would be adequately addressed to ensure that consequently disadvantaged areas would have satisfactory public transport links to the new hospital.

5.2 The Council perspective at that time was that, among other things, it:

a) supported: "the creation of a single acute hospital in Forth Valley contingent on:

- there being a parallel process of providing comprehensive health services at local level, not just in Clackmannanshire, but in other areas of Forth Valley

- the centralised in-patient acute services being no less accessible to Clackmannanshire than they presently are";

b) proposed that: "the Board should revise its 'fair access' criterion to ensure that it allows for the most accessible site in Forth Valley rather than simply one which is accessible to a fixed proportion of the population within a fixed period of time";

c) proposed that: "within the criterion for access, the chosen site must have *comprehensive public transport links* and that the Board should be urged to enter into negotiations with public transport providers as soon as a decision on location is taken to ensure that such links, if not already in existence, are in place by the time the new hospital opens".

5.3 Ensuring access to any new acute hospital was the prime concern for the Council as evidenced by the following statements from the 2002 consultation response:

"Of the 4 criteria mentioned by the Board, that of fair access (as defined in relative terms by the Council rather than in absolute terms by the Board) is the one which should carry most weight.

Access by public transport, therefore, is an important factor to take into account. It is particularly important in a Clackmannanshire context given that areas where there is a greater number of people reliant on public transport tend to be the most deprived areas and rural areas."

5.4   Given the priority afforded to access, the Council's position on proposals to change existing provision should be that it will not support any proposals which would result in any diminution of overall access between Clackmannanshire and FVRH.

5.5   The proposal which is being consulted on is that two existing services accessible by all will be removed and be replaced by a DRT service which, according to NHS Forth Valley, 30,000 people in Clackmannanshire will not be eligible to access. This would appear on the face of it to represent a diminuition in overall access.

Mode Share Targets

5.6   The S75 Agreement sets out an aim to achieve certain mode share targets by developing proposals to "*facilitate access to the hospital site for staff, patients and visitors by a choice of means of transport, including public transport, cycling and walking.*"

5.7   By its own admission, the Board has failed to meet the mode share targets which were set out in the S75 Agreement and which were drawn up not by the Planning Authority but taken from a transport assessment prepared by the Board's own transport consultants who continue to advise the Board and have produced the report in support of the Board's current position.

5.8   The Hospital became fully operational only in July 2011. It would reasonably be expected that it would take around five years for the new hospital to settle down operationally, including the patterns of traffic generated by it, before a realistic appraisal can be made. NHS FV have proceeded on survey figures obtained, relatively speaking, not long after the Hospital became fully operational. The medium to longer term reliablility of the survey results, therefore, can be called into question.

5.9   In addition, a third of the three year contract period for H1 and H2 services had expired before the hospital became fully operational. The public have, therefore, had a fairly small period of time within which to become familiar with new services and, significantly, to feel that there is an established service.

Resources

5.10   NHS Forth Valley consider that the costs of running H1 and H2 services are excessive and have stated that the resources which have been directed to supporting transport access from Clackmannanshire might be more appropriately targeted at direct health service provision.

5.11   Other things being equal, cost is an important factor in service provision. However, the issue of hospital transport is not first and foremost an economic issue; rather it is an access issue affecting those who are most disadvantaged in Clackmannanshire and it is an issue of equality for Clackmannanshire in relation to other areas of Forth Valley. The S75 Agreement was not unilaterally imposed by way of a planning condition, it was entered into by NHS Forth Valley as a willing and consenting party in the knowledge that the Agreement had an associated cost.

5.12   That aside, the resource argument is further undermined when it is taken into account that, as referred to in paragraph 3.8 of this report, NHS Forth Valley rejected the proposal put forward by Council officers in 2012 for integrated provision which would have saved NHS FV £953,545 and the Council £28,355 over a five year period.

5.13   It is believed that the rationale for the rejection of this proposal was that NHS Forth Valley did not wish to commit to a contract period beyond a year. It is difficult to understand this reluctance given that the commitment in the S75 Agreement is that the Travel Plan will be in place for so long as "*the Development remains operational (whether in whole or in part) in public use.*" One interpretation might be that this reluctance was predicated on an ambition to minimise, and ultimately remove, NHS Forth Valley's direct support of hospital transport from Clackmannanshire in fewer than five (or even three) years.

5.14   The proposal put forward by NHS Forth Valley does not include any cost information about the DRT service so it is difficult to make any comments on the financial business case. However, one of the features of DRT schemes is that increased usage of the service tends to lead to increased costs while lower usage results in lower costs.

6.0   Community Concerns

6.1   There would be significant concern in communities across Clackmannanshire about the prospects of any diminution of overall access from the county to the hospital in Larbert. This has already been expressed in a number of ways, including in responses to consultation on other matters. For instance, recent consultation on the Reshaping Services for Older People's Care Strategy which NHS Forth Valley has been carrying out saw very particular concerns being raised around potentially reduced public transport access to FVRH.

6.2   It has also been raised during that consultation that a significant percentage of acute care activity is related to older people who are less likely to work or own a car or have the finances to access other resources. The proposals, therefore, to diminish existing provision by removing the H1 and H2 services seems counterproductive to the principles of the Reshaping Services for Older People's Care Strategy.

6.3   In relation to the proposed DRT service, the local Disability Advisory Group have expressed concerns over accessing the hospital using service 60 (which is the commercial service which would be accessed via DRT in Tullibody) as the vehicle used on this route is not always DDA compliant.

6.4   The short consultation period of three weeks is also a concern since many community groups may not be in a position to respond in this timescale.

7.0   Conclusions

7.1   The Council supported the siting of a new acute hospital for Forth Valley in Larbert on the condition that certain access issues which disadvantaged the people of Clackmannanshire would be addressed by the Board. These were addressed by the Board via the section 75 agreement.

7.2   It now appears that the Board's long term commitment to Clackmannanshire may be reduced and that there is an intent to move away from initial commitments potentially to the detriment of our area.

7.3   The Council through its officers, in particular those in the transport unit and the governance team, has provided significant support to NHS FV on hospital transport issues since the opening of FVRH in Larbert. In recognition of the economic issue around the H1 and H2 services, council officers put forward an innovative proposal which would have integrated services and secured significant savings to both organisations. As NHS FV did not wish to commit resources beyond a year, that proposal was not pursued.

7.4   From the information which has been provided by NHS Forth Valley, it appears that overall access between Clackmannanshire and FVRH would be diminished by removing H1 and H2 services and replacing them with a DRT service which a significant proportion of the population would not be eligible to access.

7.5   Given the importance of public transport access to FVRH from Clackmannanshire, it is vital that the Council takes all the steps it can to ensure that such access is, if not enhanced, at least protected.

8.0   Sustainability Implications

8.1   A diminution in access from Clackmannanshire to FVRH Larbert would have a negative impact on social exclusion and health inequalities.

9.0   Resource Implications

9.1   Financial Details - there are no direct financial implications for the Council as a result of this report.

9.2   Staffing - there are no direct staffing implications for the Council as a result of this report.

10.0   Exempt Reports

10.1   Is this report exempt?   No

11.0   Declarations

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

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

The area has a positive image and attracts people and businesses   ☐
Our communities are more cohesive and inclusive   ☐
Vulnerable people and families are supported   ☐

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

12.0   Equalities Impact

12.1   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? This is not relevant to the Council.

13.0   Legality

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

14.0   Appendices

14.1   Please list any appendices attached to this report.

Appendix - *Proposed Development of a New DRT Service Between FVRH and Clackmannanshire* (NHS Forth Valley, received October 11, 2013)

15.0   Background Papers

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

a) Acute Services Review - Council Response, December, 2002

b) FVRH 2011 On-site Travel Survey Report, March, 2012 (SKM, Colin Buchanan)

c) tender returns for integrated bus contracts

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Elaine McPherson	Chief Executive	Signed: E McPherson

Proposed development of a new Demand Responsive Transport (DRT) Service between Forth Valley Royal Hospital and Clackmannanshire

1. Background

NHS Forth Valley has located acute hospital services at a single site at Larbert (Forth Valley Royal Hospital). The hospital is situated 3 miles to the north of Falkirk and 9 miles south of Stirling. As part of the planning requirement for the new hospital, a Transport Assessment was produced to assess the travel demand and associated management and infrastructure requirements for the development. Targets were set for the proportion of people who would use each mode of travel (e.g. walking, cycling, bus, rail and car).

These targets set out that progressively fewer people should use cars and more people should use other, more sustainable modes of transport to travel to the hospital. These targets were set out in a Section 75 Legal Agreement that accompanied the planning permission for the hospital. A Travel Plan was also produced that set out a package of measures designed to support the mode share targets and monitor progress towards these.

The Travel Plan details within the Section 75 Agreement set out that a half hourly direct bus service between Alloa and the Hospital would be required to encourage people to travel by bus rather than by car in an effort to achieve modal shift. A review conducted in 2009 by NHS Forth Valley established that the half hourly frequency was too high given the ongoing review and analysis of demand. It was agreed with Clackmannanshire Council that the route should be extended northwards of Alloa, to increase the likelihood of achieving modal shift from car to bus.

Agreement for the alteration to the service was confirmed by Clackmannanshire Council and the bus service, known as the H1 and H2, commenced operation in August 2010. The service provides a 2 hourly service from the outlying communities to the hospital and an hourly service from Alloa. The bus service was procured with the support of Clackmannanshire Council with the service contracted to operate for three years.

When the H1 & H2 service was first introduced there was no other direct bus service between Clackmannanshire and Forth Valley Royal Hospital, however, this is no longer the case as in 2011 First Bus extended their service 60 from Stirling to Falkirk via Forth Valley Royal Hospital. This means that during the daytime on Monday to Saturday a bus service now operates every 20 minutes between Clackmannan, Alloa, Tullibody and Forth Valley Royal Hospital. Service 60 has been introduced without any financial support. It is recognised that ideally a supported bus service, such as the H1 or H2, should not duplicate the connections offered by a commercial service as it is likely to affect the viability of these services.

Clackmannanshire Council also run a number of supported bus services which serve many of the areas covered by the existing H1 and H2 services. In addition, there is an hourly rail connection between Alloa and Larbert with regular bus services linking Larbert Station with the Hospital.

2. Community Engagement

Over the last few years NHS Forth Valley have had ongoing discussions with Clackmannanshire Council, Community Groups and organisations including Clackmannanshire Third Sector Interface (CTSi) and in particular with the Clackmannanshire Community Transport Forum. This has enabled NHS Forth Valley staff to give a detailed explanation of the H1 and H2 services, information on their performance, why these services were established in the first place and the potential alternatives which might better meet their needs. It has also allowed NHS Forth Valley staff to obtain feedback and listen to the wider transport concerns of local people.

1

The Community Transport Forum has representatives from key stakeholder groups and dialogue to date has been looking at the transport needs of Clackmannanshire as a whole. It is clear that this is a complex issue and, given the current level of commercial as well as Council supported services, opportunities may exist to improve timetabling or coverage without significant change.

A key focus session was held with the Clackmannanshire Older Adult's Forum which provided an opportunity for NHS Forth Valley staff to set the scene in regards to the possible alternative Demand Responsive Transport hospital service and the ongoing work being taken forward by key partners to develop a community led transport services which would meet the wider transport needs of people across Clackmannanshire.

Feedback on this proposed potential alternative was generally supportive and the Forum is keen to see the development of the Demand Responsive Transport service and wider community led services.

3. Use of H1 and H2 Services

The 2012 travel survey of hospital users found that 9.2% of overall trips to the hospital were undertaken by bus. The bus mode share target in the Section 75 Agreement for 2012 is 13% rising to 16% in 2020. However, the H1 and H2 services are currently only achieving an estimated modal shift of around 1%.

Regular monitoring has shown that very few passengers are actually using these H1 and H2 services to travel to and from Forth Valley Royal Hospital. The recent travel survey carried out by Clackmannanshire Third Sector Interface also found that the majority of the journeys undertaken on the H1 and H2 service started and finished within the Clackmannanshire area. In addition, parts of the existing H1 and H2 routes are now served by commercial buses and the continuation of a supported service which competes with these could lead to the commercial services being withdrawn.

The bus count study carried out in 2012, observed that a total of 594 people arrived at the Hospital by bus on the day of the survey. Of these, 73 people arrived on the H1/H2 services. There are approximately 17 H1/H2 bus arrivals at the hospital in one day, suggesting an average of approximately four people per bus which has a capacity to seat 30 passengers. This is set against an estimated 6,500 people arriving at the hospital per day.

Local Authorities will generally only consider providing funding for bus services where the subsidy per trip is under £5 per passenger trip, unless exceptional circumstances exist. The annual cost to NHS Forth Valley of providing the H1 and H2 services equates to a subsidy of approximately £14 per single passenger trip going to/ from Forth Valley Royal Hospital, which is very high when compared with other publicly funded bus services. The current average cost of running the service is around £24,500 per month and in the last year cost more than £302,000.

In 2012, NHS Forth Valley established processes for considering the provision of transport services once the initial three year contract period for the H1 and H2 services ended in August 2013. This generated a discussion between Clackmannanshire Council and NHS Forth Valley regarding the requirements of the Section 75 Agreement. NHS Forth Valley agreed to extend the operation of the H1 and H2 services to allow time to conclude the discussion on the Section 75 Agreement.

Falkirk Council, which is the planning regulator for Forth Valley Royal Hospital, has confirmed that the targets within the Section 75 Agreement relate to modal shift (this is a measure of the shift away from single occupancy car journeys to other forms of transport such as buses) and the number of vehicles arriving and departing from the hospital. The Section 75 Agreement does not require NHS Forth Valley to operate a bus service between Clackmannanshire and Forth Valley Royal Hospital in perpetuity.

2

The Section 75 Agreement requires that NHS Forth Valley use a Travel Plan to lessen the number of single occupancy cars arriving at the hospital. The operation of the H1 and H2 services is not returning sufficient levels of modal shift for the amount of expenditure invested in these services. There is therefore no modal shift justification for the ongoing provision of the H1 and H2 services in their current format.

4.   The Proposed Development of a new DRT service

NHS Forth Valley is exploring the potential to replace the existing H1 and H2 services with a Demand Responsive Transport (DRT) Service. DRT services tend to be most beneficial to people with mobility difficulties who are unable to use conventional public transport services and to people living in areas where public transport services are limited. DRT offers a more flexible form of bus travel which can be matched more closely to the needs of those wishing to travel to the hospital. It offers a more tailor-made journey than using the existing public bus network and can reduce journey time.

DRT can be categorised as follows:

- Premium Value Services – defined by the need to reduce travel times and receive a higher degree of customer care.
- High Value to Agency – needed where services are tailored to particular needs of public agencies, such as: patient transport, school transport and employment access services.
- High Care Needs – this includes services for people with disabilities, special needs, social services and community transport.
- Best Value Public Transport – where demand is low, greater flexibility in pick-up and drop-off points can ensure better efficiency and value with wider network coverage and feed into established commercial bus and rail services.

It is not intended that the proposed Demand Responsive Transport service would replace Clackmannanshire Council's supported bus services, commercially operated bus services, overlap with other Demand Responsive services or the patient transport services provided by the Scottish Ambulance Service. It would provide a link to public transport interchange points where passengers would change on to existing fixed timetable bus services for the remainder of the journey to Forth Valley Royal Hospital.

The Proposed main features of the potential DRT service are:

- It would be available for use by people who meet set criteria in relation to access to the hospital
- It would be a bookable service that would collect eligible people from their home and drop them back at their home if it is on the public road network or from the nearest public road, if it is not on the public road network
- A pick up point and confirmed or estimated return journey time would be agreed at the time of the booking
- Users would be taken to either of two defined bus interchange points where they would connect to a direct commercial bus service to Forth Valley Royal Hospital
- National Entitlement Card holders would travel for free. Fares for other users would be consistent with the fares charged on the existing DRT service in Clackmannanshire
- Journeys would be shared if other people were travelling at the same time
- The aim would be to link the patient appointment system with any future DRT booking system

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5.   Interchange Points and Routes

The DRT service would connect with direct bus services to the hospital enabling an end-to-end journey time of approximately 60 minutes. The locations of the interchanges would be:

- Kincardine, High Street to connect with Stagecoach Express services X24, X26 & X27 (commences service to Forth Valley Royal Hospital in November 2013)

- Tullibody, Turning Circle to connect with First service 60

This arrangement would provide an improved, more responsive transport service, tailored to meet the individual needs of patients and visitors. It would also offer local residents in a number of communities across Clackmannanshire a more frequent transport service to Forth Valley Royal Hospital compared with the existing H1 and H2 services. These currently provide a two hourly service to the hospital from a number of outlying locations and an hourly service from Alloa.

Whilst the journey time for the potential new DRT hospital service would be longer than the current H1 and H2 service for some residents, it would offer an improved, more flexible and frequent way of travelling to the hospital.

In addition, for some areas the journey time using the potential new DRT hospital service would be shorter than the current H1 and H2 service and again offer more flexible and frequent transport. The potential new DRT hospital service would also be able to be used by residents in some communities not currently served by the H1 and H2 bus service.

For example, it currently takes a patient living in Coalsnaughton around 42 minutes to visit Forth Valley Royal Hospital using the existing H2 bus service which runs every two hours. It would take them around 84 minutes using current alternative bus services and around 66 minutes using the potential new DRT hospital service which would operate on request throughout the day from early in the morning until late at night, rather than every two hours.

A patient from Dollar currently takes around 54 minutes to visit Forth Valley Royal Hospital using the existing H2 bus service which runs every two hours. This increases to 77 minutes using current alternative bus services but would drop to 39 minutes using the potential new DRT hospital service which would operate as and when requested.

Currently the H1 and H2 buses do not operate via Glenochil Village. Patients from Glenochil Village travelling to the hospital face a journey time of around 60 minutes using three buses or 80 minutes using two buses. The potential new DRT scheme would enable them to travel to the hospital in around 57 minutes via the Tullibody interchange.

6.   Eligibility

Guidance in the South East Scotland Transport Partnership (SEStran) Regional Transport Strategy recommends that communities should not have a longer travel time than 60 minutes when travelling to healthcare facilities. It is, therefore, proposed that the DRT service would be available to patients, visitors and staff with a travel time of greater than 60 minutes using public transport to reach the hospital.

The length of travel time has been calculated using accessibility software that plots postcodes and assesses the time it takes to travel by public transport from each postcode to the hospital. This approach is recommended in the SEStran Regional Transport Strategy. Appendix A shows the outputs

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of this accessibility mapping and which households would therefore be eligible to use the potential new DRT service.

In addition to the postcodes outside a 60 minute travel time, it is also proposed that residents of Sauchie, Fishcross, Devonside, Coalsnaughton, Glenochil, Tillicoultry, Dollar, Clackmannan and Muckhart would be able to use the DRT service. This recognises that they either have a journey time of over one hour or would have to make more than one change to reach the hospital in less than one hour by public transport.

NHS Forth Valley would communicate directly with eligible residents to make them aware of how the scheme would operate and what a resident would need to do to use the scheme. The exact boundaries of any future service would be determined once feedback had been taken into account. It is estimated that upwards of 20,000 residents would be eligible to use the proposed new DRT service.

7.   Proposed Fares

National Entitlement Card holders would travel for free on the service. Approximate adult fares for the DRT journey from each community are shown in the table below. Child fares would be half the adult fare. The exact fare paid would be dependent on the distance travelled.

Subject to negotiation with the bus and taxi operators, it is expected that a through ticket could also be offered. The scheme operation and proposed DRT fares charged are consistent with the fares charged on the existing DRT service in Clackmannanshire e.g.:

Communities	DRT Adult	Bus Adult	Estimated total fare
Glenochil	£2.00 - £3.00	£4.00 - £5.00	£6.00 - £8.00
Clackmannan	£2.00 - £3.00	£3.00 - £4.00	£5.00-£7.00
Coalsnaughton, Devonside, Tillicoultry, Sauchie, Fishcross	£3.00 - £4.00	£3.00 - £4.00	£6.00 - £8.00
Muckhart	£4.00 - £5.00	£3.00 - £4.00	£7.00 - £9.00

8.   Other Key Points

- Bookings to Forth Valley Royal Hospital would need be made at least 24 hours before travel to guarantee a journey, but it is likely that most journeys could be accommodated with shorter notice
- The service would not operate on 25th/26th December and 1st/2nd January
- The service would connect with all service 60 and X24/ X26/ X27 journeys, from 6am to 11pm Monday to Saturday
- The small number of staff who currently using the early weekday H1 and H2 services to travel to the hospital for an early shift would also be able to use any new DRT scheme

9.   Operation and Booking

It is intended that an open tender would be issued to invite companies to offer to provide any future DRT service, similar to the recent Muckhart DRT tender released by Clackmannanshire Council.

Operators will be reimbursed on an agreed price per mile, subject to a minimum fare. They will retain all fare and reimbursement revenue from the scheme.

Bookings would either be made through a central booking service which would then distribute work to operators who are part of the scheme, or users would be advised to make bookings directly with the scheme operator.

FAQs

Q1.   What is Demand Responsive Transport?

A.   The term 'Demand Responsive Transport' (DRT) refers to any form of transport where day-to-day service provision is influenced by user demand.[1]

Q2.   Is the Clackmannanshire – Forth Valley Royal Hospital DRT scheme the same as the DRT schemes operated in the some areas of Stirling?

A.   Broadly the same, the difference being that the scheme would provide a journey to one of two bus interchange points (Kincardine, High Street or Tullibody, Turning Circle).

Q3.   What is a bus interchange point?

A.   A location where users could change between DRT and a direct bus service to travel to Forth Valley Royal Hospital.

Q4.   How much would it cost me to use the service?

A.   Holders of the Scottish National Entitlement Cards would travel for free. Non card holders would be charged a fare based upon mileage travelled.

Q5.   Could all residents of Clackmannanshire use the proposed new service?

A.   The proposed DRT service would be available to patients, visitors and staff with a travel time of greater than 60 minutes using existing public transport to reach the hospital. In addition, it is proposed that residents of Glenochil, Sauchie, Fishcross, Coalsnaughton, Devonside, Tillicoultry, Dollar, Clackmannan and Muckhart would be able to use the DRT service. This recognises that they either have a journey time of over one hour or would have to make more than one change to reach the hospital in under one hour using current public transport.

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[1] http://www.transportscotland.gov.uk/public-transport/Buses/DRT

Q6.   Would I have to walk to a bus stop to join the service?

A.   The proposed DRT scheme would collect you from your home if your home is on the public road network. If your home is located away from the public road network you may have to travel to the closest public road where you will be picked up and dropped off.

Q7.   Would the DRT service replace the Patient Transport Service provided by the Scottish Ambulance Service?

A.   No, all Clackmannanshire residents who have either a medical or mobility issue may be eligible for Scottish Ambulance Service transport to reach their healthcare appointment.

Q8.   Who would fund the DRT scheme?

A.   NHS Forth Valley.

Q9.   Would all passengers who previously used the H1 and H2 services still be able to get to the hospital by public transport if these services were withdrawn?

   A.   Passengers can use alternative bus services. The aim of any new hospital DRT service would be to assist with reducing journey times and minimise the number of interchanges which create a barrier to people using public transport.

Q10.   How frequent would the proposed DRT service be?

A.   DRT connections could be provided to the 60 service which operates every 20 minutes and to the X24/26/27 services from Kincardine which will operate every 60 minutes.

Q11.   Would season tickets or discounts be available for regular users?

A.   Fares would be subject to clarification following detailed discussions with the bus operators

Q12.   Why would any new hospital DRT service only be for people who live outwith a 60 minute public transport journey time?

   A.   Guidance from the South East of Scotland Transport Partnership (SEStran) recommends that communities should not have a longer travel time than 60 minutes when travelling to healthcare facilities. Those people who live within a 60 minute public transport journey time are able to use existing commercial bus services.

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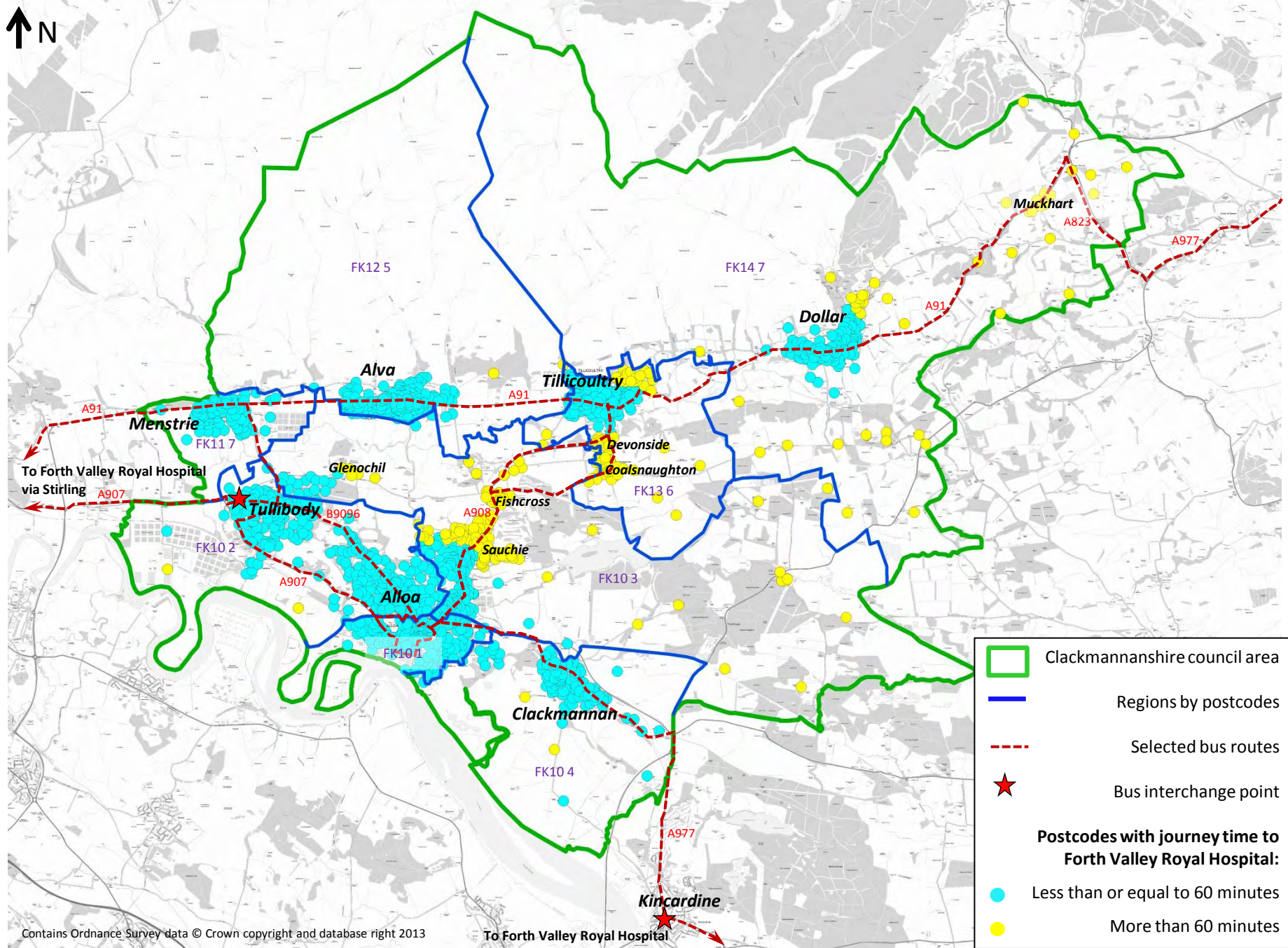Q13.   For how long would the DRT service operate?

Any future DRT hospital services would operate while NHS Forth Valley continues to work with key partners to develop a more sustainable community-led transport system which meets the wider needs of people across Clackmannanshire.

Q14.   Would you be monitoring the use of the DRT service?

A.   Yes, we would monitor use of any future service and are hopeful that it will have greater success in delivering bus mode share than the existing H1 and H2 services.

Q15.   How would staff working early shifts at Forth Valley Royal Hospital, who use the current H1 and H2 services, be able to reach their place of work?

A.   All staff currently using the weekday H2 service arriving at the hospital at 6.26 am or the weekday H1 service arriving at the hospital at 7.26am would be able to use any future new hospital DRT scheme.

N

FK12 5

FK14 7

Muckhart

A823

A977

A91

Dollar

Alva

Tillicoultry

Menstrie

FK11 7

A91

To Forth Valley Royal Hospital
via Stirling

A907

Glenochil

Devonside

Coalsnaughton

FK13 6

Fishcross

B9096

A907

A908

Sauchie

Tullibody

FK10 2

FK10 3

Alloa

FK10 1

Clackmannan

FK10 4

A977

Kincardine

To Forth Valley Royal Hospital

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	Clackmannanshire council area
	Regions by postcodes
	Selected bus routes
	Bus interchange point

Postcodes with journey time to Forth Valley Royal Hospital:

Less than or equal to 60 minutes

More than 60 minutes

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Proposed DRT Service between Clackmannanshire and Forth Valley Royal Hospital

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 24 October, 2013

Subject: Statutory Gaelic Language Plan

Report by: Chief Executive

1.0   Purpose

1.1.   The purpose of this report is to advise Council that official notification has been received from Bòrd na Gàidhlig to prepare a statutory Gaelic Language Plan (GLP) under the framework of the Gaelic Language (Scotland) Act 2005.

2.0   Recommendations

2.1.   It is recommended that Council notes:

a)   that the Council has received formal notification of the requirement to prepare a Gaelic Language Plan;

b)   that officers will be meeting with representatives of Bòrd na Gàidhlig in the coming weeks to discuss the high level aims which have been set out for the Council in that notification.

3.0   Background

3.1   Gaelic Language Plans are a component in implementing the Gaelic Language (Scotland) Act 2005 and in delivering the National Gaelic Language Plan which aims to secure the status of Gaelic in Scotland.

3.2   Section 3 of the 2005 Act confers power on the Bòrd to require any relevant public authority (councils being relevant public authorities) to prepare and implement a GLP which will set out how the authority will use Gaelic in the exercise of its functions.

3.3   Bòrd na Gàidhlig in its official notification to the Council has determined the high-level aims it will be seeking from the Council's GLP and these are set out overleaf.

3.4   The Council is required to submit its GLP to the Bòrd no later than 28 February, 2015. A 6-12 week consultation period has to be undertaken and the Council will also be required to submit a report on the public consultation to the Bòrd.

Clackmannanshire GLP High-level aims

Home and Early Years

- Work in partnership with the Gaelic community in the area, including the early years network, to establish demand for a Gaelic medium early years service in the area.

- Actively support the development of Gaelic medium early years education provision within the authority area.

Education and Learning

- Work in partnership with the Gaelic community in the area to establish the demand for Gaelic medium education with the aim to establish a Gaelic medium primary school in the area.

- Provide Gaelic Language in the Primary School (GLPS) across primary schools in the authority.

- Expand the provision of Gaelic learners provision in secondary schools within the authority area and establish a link with GLPS.

- Include Gaelic in the European Union 1 + 2 model for the learning and teaching of languages being introduced by the Scottish Government.

- Provide Gaelic awareness learning opportunities for 3-18 year old school pupils.

- Actively support and develop Gaelic learning opportunities for adults.

- Work in partnership with the Gaelic community in the area to establish the demand for Gaelic classes for adults in the authority area.

- Work in partnership with Gaelic community in the area, with Gaelic organisations that work at a national level and with other public authorities that have Gaelic Language Plans to create a programme of Gaelic events for adults.

Communities

- Work in partnership with the Gaelic community in the area to establish a programme of events throughout the year that promote the status and use of Gaelic.

- Actively support existing and new Gaelic language and cultural community groups and initiatives within the local authority area, to help grow the profile of the language, increase usage and encourage new learners.

Workplace

- Carry out a survey of Gaelic language skills and interest in training amongst authority employees as part of the plan preparation process or, within the first year of the plan.

- Provide Gaelic language skills training for staff involved directly in the implementation of the Gaelic Language Plan and / or based on the Gaelic language skills audit.

- Support employees of the local authority to undertake Gaelic language training as part of the authority's personal development programme.

- Provide Gaelic awareness training to senior staff and councillors as part of the implementation of the plan, to be rolled out to other staff engaged with the Gaelic Language Plan delivery.

Arts and Media; Heritage and Tourism

- Establish a link with the work of communities and arts, culture and heritage activities in order to promote the status and use of Gaelic.

- Promote Gaelic in programmes that are funded by the local authority.

Corporate Identity and Public Services

- Render the corporate logo bilingual (Gaelic and English) at the earliest opportunity, demonstrating equal respect for the languages and roll-out accordingly across the authority, on a new or replacement basis.

- Demonstration of how the public authority will contribute to the status of Gaelic in Scotland through bilingual (Gaelic and English, demonstrating equal respect) signage, in cooperation with Transport Scotland where appropriate, on a new or replacement basis.

- Establish a mechanism to allow Gaelic speakers to engage with the local authority through the medium of Gaelic if they choose to do so, based on the principal of active offer and equal respect (for Gaelic and English).

- Increase in the profile of the Gaelic language in the authority's communications.

- Comply with the rules of Gaelic Orthographic Conventions and utilise the services of Ainmean-aite na h-Alba as standard across all services.

4.0 Considerations

4.1   The remit of Bòrd na Gàidhlig is to promote Gaelic education and culture and to increase the number of people learning and using Gaelic. The National Gaelic Language Plan, which the Bòrd was tasked with drafting, sets out strategies to *"reduce the decline in number of Gaelic speakers, stablise them and create new foundations for growth, national, regionally and locally."* The national Plan informs the aims set out for local Plans.

4.2   The management team within the Council has reviewed the GLP requirements and considers that, depending on what is envisaged by the Bòrd, the Council might not be in a position to meet some of the high level aims which have been set for it.

4.3   The reasons for considering that to be the case relate principally to:

        a) factors of budget and our need to close a £26M funding gap over the next four years; and

        b) agreed Council priorities which which might cut across some of the high level aims.

4.4   In respect of the funding gap, on average £6.5M per year for four years, the Council is embarked upon a budget process which will be considering significant savings. In tandem, we are undertaking a programme of transformational change which is reviewing priorities and which may result in reconfigured services. As part of this reconfiguration, and as intimated by the Director of Finance & Corporate Services in her August budget update report, it may be that the Council ceases to deliver some services which traditionally it has provided. This could mean that we have no capacity or resources to contribute to some of the intended high level aims which have been set out in our statutory notification. There is also an issue of proportionality in terms of Clackmannanshire's scale.

4.5   Having said that, transformational change, of course, also provides an opportunity in the context of a GLP to think more innovatively about how we might contribute to many of the high level aims. With Clackmannanshire and Stirling councils sharing the management of their education functions, there may be a number of positive opportunities for the councils to work together to achieve the aims of our respective GLPs, particularly around home and early years, education and learning and communities.

4.6   However, given the contexts set out in paragraphs 4.2-4.4, the Chief Executive has contacted the Bòrd seeking a meeting to have a more detailed discussion about the respective understandings of what is expected in terms of the high level aims which have been set so that the Council's GLP can be proportionate to our scale and capacity to deliver, as well as achievable.

4.7   A positive response has been received from the Bòrd and it is anticipated that a meeting will take place towards the end of October to discuss the high-level

aims issued and to agree on a set of aims that are reasonable and proportionate for Clackmannanshire Council.

5.0   Conclusion

5.1   Under the Gaelic Language (Scotland) Act 2005 the Bòrd can require any relevant public authority to prepare and implement a GLP which will set out how the authority will use Gaelic in the exercise of its functions.

5.2   While the Council would wish to conform to the requirements around the preparation and implementation of a GLP, it will be important that the Council has ownership of a Plan which is proportionate and achievable and which recognises the need for local decision-making which is appropriate to local circumstances.

6.0   Sustainability Implications

6.1   There are no direct sustainability implications arising from this report.

7.0   Resource Implications

7.1   Financial Details - there are no financial implications at this time. There may be financial implications arising from the agreed GLP - these will be reported to Council for consideration at the relevant time.

7.2   Staffing - there are no implications for the staffing establishment as a result of this report.

8.0   Exempt Reports

8.1   Is this report exempt?   No

9.0   Declarations

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

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

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

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

10.0   Equalities Impact

10.1   Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
No ☑ n/a at this stage.

11.0   Legality

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

12.0   Appendices

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

None

13.0   Background Papers

13.1   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)

a) Statutory notification letter from Bord to Chief Executive

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elaine McPherson	Chief Executive	2002

Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	Signed: E McPherson

CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 24 October 2013

Subject: Next Generation Broadband

Report by: Director of Finance & Corporate Services

1.0   Purpose

1.1.   The purpose of this report is to update Council on progress in the Scottish Government's Digital Infrastructure Programme and to inform Council of the levels of Next Generation Broadband coverage which will be achieved in Clackmannanshire.

2.0   Recommendations

It is recommended that Council;

2.1   Notes that the Council's capital investment of £300k in the Next Generation Broadband Programme is anticipated to take overall fibre coverage in Clackmannanshire to over 99% of premises (paragraph 3.9).

3.0   Considerations

3.1.   Clackmannanshire Council approved a new ICT Strategy in October 2012. One of the stated aims of the Strategy was "to improve connectivity and access to services for the citizens of Clackmannanshire."

3.2.   One of the actions arising within the ICT Strategy was to " improve access to Information Technology for the Community by working with Government, external agencies and commercial providers to improve the quality and availability of broadband services for domestic and residential properties in Clackmannanshire."

3.3.   The Scottish Government's Step Change programme aims to achieve a step change by 2015 seeking a significant uplift in speeds for everyone by 2015, with speeds of 40 - 80Mbps for between 85% to 90% of premises.

3.4.   To deliver the Step Change Programme, the Scottish Government undertook a procurement exercise to purchase the installation of infrastructure to supply Next Generation Broadband (NGB) in areas of market failure.

3.5. Local Authorities were invited to commit to a Local Contribution to extend broadband coverage beyond the level which would be covered by the national procurement.

3.6. Clackmannanshire Council committed in principle to a local contribution at the Council meeting of December 2012, with the funding prioritised to support hard to reach communities, especially in the Hillfoots. Clackmannanshire is one of 14 Local Authorities supporting the project with a local contribution.

3.7. Following engagement with the Scottish Government, investment of £300K was approved in the Capital Programme in support of the Next Generation Broadband programme.

3.8. The Scottish Government announced on 9th July 2013 that a contract had been awarded to BT for the provision of fibre broadband.

3.9. The investment by Clackmannanshire Council is expected to take overall fibre coverage in Clackmannanshire to over 99% of premises. This investment will ensure that Clackmannanshire is one of the best covered areas in the UK in terms of high speed broadband.

3.10. The national rollout programme will begin early in 2014 with locations being announced on a quarterly basis thereafter. The entire programme is scheduled to be complete in 2017.

4.0   Sustainability Implications

4.1. There are no sustainability implications arising directly from this report.

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

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

6.0   Exempt Reports

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

7.0   Declarations

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

(1)   **Our Priorities** (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)

ICT Strategy 2012-2017

8.0   Equalities Impact

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

9.0   Legality

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

10.0   Appendices

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

None

11.0   Background Papers

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

Report to Clackmannanshire Council December 2012 - Next Generation Broadband

Author(s)

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

Approved by

NAME	DESIGNATION	SIGNATURE
Julie Burnett	Senior Support Services Manager	Signed: J Burnett
Nikki Bridle	Director of Finance and Corporate Services	Signed: N Bridle

Councillor Robert McGill
Ward 2 Clackmannanshire North (Multi Member W
Greenfield, Tullibody Road, Alloa FK10 2AD
Telephone: 01259 450000 Fax: 01259 452230
Mobile: 07980 006 485 Email: rmcgill@clacks.gov.uk

Motion to Council Thursday 24th October 2013

1   That this Council agrees in principle to support and enable the provision of Lunch Clubs for all children who are in receipt of free meals entitlement during the period of the school summer holidays commencing in 2014.

These Lunch Clubs should utilise local groups, such as Tullibody Healthy Living Initiative Ltd., Coalsnaughton Regeneration Group, local Church Groups etc., with relevant accommodation to help serve the children during this period if agreement can be reached with them to do so.

2   The Council further remits this matter to the Chief Executive to instruct such officers as she deems appropriate to develop a draft scheme for the purpose of implementing the above proposal which should include the following elements:

A   Identification of suitable venues by liaising with local groups for example THLI Ltd., Coalsnaughton Regeneration Group, local Church Groups and other similar Groups.

B   To seek agreement of such groups on making available their premises on such days and times that may be required.

C   To seek involvement with such groups with preparing and serving such meals to relevant children.

D   Provision of healthy and nutritious food such as soup, sandwiches, fruit etc.

E   To provide indications of costs required for this service

F   And to include such other requirements that will be necessary or appropriate to provide a workable lunch club scheme.

3   The Chief Executive shall report back to the Council with a draft lunch club scheme for approval of Council not later than the Council meeting of 14th March 2014.

Signed: B McGill

Councillor Bobby McGill
Ward 2, Clackmannanshire North
3rd October 2013

03 Oct 2013
17.00
GW

Councillor Ellen Forson
Ward 4 Clackmannanshire South (Multi Member Ward)
Greenfield, Tullibody Road, Alloa FK10 2AD
Telephone: 01259 450000 Fax: 01259 452230
Mobile: 07854 374 386 Email: eforson@clacks.gov.uk

**Motion to Clackmannanshire Council
Meeting of Thursday 24th October 2013**

Potential Partnership Working with Food Banks and Other Voluntary Organisations to Support Vulnerable People Across Clackmannanshire

That following a series of reports on the impacts of the recession and welfare reform on communities in Clackmannanshire, the Council:

"Notes with concern the ongoing impact of welfare reform on communities and families across Clackmannanshire and the challenges this brings; agrees to explore the potential for enhanced partnership working with local food banks and other voluntary organisations to support vulnerable people and families in Clackmannanshire - for example by providing meals to children who ordinarily receive free school meals during the school holidays; that this exploration should include the consideration of potential funding streams (such as Big Lottery funding) which might support any development of food banks or other relevant organisations in supporting vulnerable families."

Signed: E Forson

Councillor Ellen Forson
Ward 4, Clackmannanshire South

14 Oct 2013
12.00
MS

117