



**Clackmannanshire  
Council**

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

## **Clackmannanshire Council**

**Thursday 19 December 2013 at 10.00 am.**

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

Date	Time
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# **Clackmannanshire Council**

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

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

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

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

Details of all of our Council and Committee dates and agenda items are published on our website at [www.clacksweb.org.uk](http://www.clacksweb.org.uk)

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

**11th December 2013**

**A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 19 DECEMBER 2013 at 10.00 am.**

Signed: N Bridle

**NIKKI BRIDLE**  
**Director of Finance and Corporate Services**

**9.45 am Presentation** - *Customer Service Excellence Re-Accreditation - Housing and Community Safety and Community and Regulatory Services*

## **B U S I N E S S**

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1. Apologies	- - -
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	- - -
3. Confirm minutes of meeting held on 24 October 2013 (Copy herewith)	07
4. Committee Meetings Convened Since the Previous Council Meeting on 24/10/13 <i>(For information Only)</i> . (a) Housing, Health and Care Committee - 29/10/13 (b) Resources & Audit Sub Committee - 30/10/13 & 10/12/13 (c) Planning Committee - 31/10/13 & 28/11/13 (d) Regulatory Committee - 31/10/13 & 17/12/13 (e) Enterprise and Environment Committee - 07/11/13 (f) Local Review Body - 12/11/13 (g) Education, Sport and Leisure Committee - 21/11/13 (h) Resources and Audit Committee - 05/12/13 (i) Workforce Committee - 09/12/13	- - -
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## **EXEMPT INFORMATION**

It is considered that the undernoted reports be treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 9 of the Local Government (Scotland) Act 1973. It is anticipated, (although this is not certain) that the Council will resolve to exclude the press and public during consideration of these items.

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Contact Finance and Corporate Services, Clackmannanshire Council, Greenfield, Alloa FK10 2AD  
(Tel 01259 452106/452004) (Fax 01259 452230) (email [customerservice@clacks.gov.uk](mailto:customerservice@clacks.gov.uk)) ([www.clacksweb.org.uk](http://www.clacksweb.org.uk))

## Clackmannanshire Council – Councillors and Wards

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### Councillors

### Wards

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





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

**PRESENT**

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

**IN ATTENDANCE**

Elaine McPherson, Chief Executive  
Stephen Crawford, Head of Facilities Management  
Stuart Crickmar, Head of Strategy and Customer Services  
Alan Milliken, Assistant Head of Education  
Julie Burnett, Senior Support Services Manager  
Julie Hamilton, Development Services Manager  
Mac West, Roads and Transportation Manager  
Liz Shaw, Chief Accountant  
David Thomson, Solicitor, Legal Services (Clerk to the Council)

**1. Presentation - Modern Apprentices - Business and Administration**

Before the start of business, the Provost presented Ryan Douglas with his Level 2 Modern Apprenticeship Certification and Mark Paterson with his Level 3 Modern Apprenticeship Certification and congratulated them on their achievements

**2. John Gillespie, Head of Community and Regulatory Services**

On behalf of the Council, the Provost paid tribute to John Gillespie, Head of Community and Regulatory Services, who had recently passed away and extended condolences to his family and friends. The Chamber stood for a minute's silence in memory of John.

### **3. Intimation - Kirkin' of the Council Service**

The Provost intimated that a Kirkin' of the Council Service will take place on Sunday 27 October 2013 at 11.00 am at Alva Baptist Church, Alva. The Provost reminded Members to be at the Church for 10.45 am.

#### **CC.151 APOLOGIES**

None.

#### **CC.152 DECLARATIONS OF INTEREST**

None.

#### **CC.153 MINUTES OF MEETING: THURSDAY 15 AUGUST 2013**

The minutes of meeting of the Clackmannanshire Council held on 15 August 2013 were submitted for approval.

#### **Decision**

The minutes of the meeting of the Clackmannanshire Council held on 15 August 2013 were agreed as a correct record and signed by the Provost.

#### **CC.154 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL MEETING ON 15 AUGUST 2013**

The Council agreed to note the committee meetings that have taken since the last Council meeting on 15 August 2013.

Housing, Health and Care Committee	22/08/13
Regulatory Committee	03/09/13
Enterprise and Environment Committee	05/09/13
Planning Committee	12/09/13
Education, Sport and Leisure Committee	19/09/13
Resources and Audit Committee	26/09/13
Local Review Body	10/10/13

#### **CC.155 LEADER'S BRIEFING**

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

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



## **CC.156 COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL**

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

### **Motion**

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

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

### **Decision**

The Council agreed unanimously:

- (1) from the Resources and Audit Committee of 26 September 2013 in relation to the report entitled "External Audit Final Report to Members on the 2012/13 Audit":
  - to approve the final amended Accounts for 2012/13.

### **Action**

Director of Finance and Corporate Services

## **CC.157 PROPOSED CLACKMANNANSHIRE LOCAL DEVELOPMENT PLAN, OPEN SPACE STRATEGY AND ASSOCIATED DOCUMENTS**

A report which sought approval to publish the Proposed Plan for representation. The report described the process undertaken to date and what will happen once the Proposed Local Development Plan is agreed by Council.

The Development Services Manager advised that there are a number of typographical errors in the Proposed Plan. These would be rectified prior to the Plan going out to consultation.

### **Motion**

That the Council agrees the recommendations set out in the report with the undernoted amendment as 2(d):

"That prior to the Council approving the Draft Clackmannanshire Local Development Plan for publication and consultation the draft plan be amended to the effect that the Housing Site proposal H48 South and East of Pool of Muckhart for 80 housing units be reduced to 35 units and that corresponding amendments be made to the text of the draft plan."

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

## **Amendment**

"That prior to the Council approving the draft Clackmannanshire Local Development Plan for publication and consultation the draft Plan be amended to the effect that the Housing Site proposal H48 South and East of Pool of Muckhart for 80 housing units be reduced to 35 units and the site boundary be realigned accordingly and that corresponding amendment be made to the text of the draft Plan."

The reason for this amendment is that having regard to the size of Muckhart Village the proposal for 80 new units is unacceptably and disproportionately large and a reduction to 35 Units will ensure that the proposed increase in housing in the village of Muckhart is commensurate with the increase in housing requirement across Clackmannanshire as a whole.

Moved by Councillor Alastair Campbell. Seconded by Councillor Kathleen Martin.

## **Voting on the Amendment**

In terms of Standing Order 14.7, Councillor Alastair Campbell asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 18 members present who were eligible to vote. On the roll being called, the members present voted as follows:

### **For the amendment (9 votes)**

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

### **Against the amendment (9 votes)**

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

On a division of 9 votes to 9, the amendment was defeated on the casting vote of Provost Tina Murphy.

### **Voting on the Motion incorporating the proposed amendment by the addition of 2(d)**

In terms of Standing Order 14.7, Councillor Craig Holden asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 18 members present who were eligible to vote. On the roll being called, the members present voted as follows:

#### **For the motion (17 votes)**

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

#### **Against the amendment (0 votes)**

#### **Abstain from voting (1 vote)**

Councillor Alastair Campbell

#### **Decision**

On a division of 17 votes to 0 with 1 abstention, the Council agreed:

- a. (Subject to d), to approve the Proposed Local Development Plan and accompanying documents to be published for an 8 week period for representations;
- b. To approve the Open Space Strategy and Muckhart Conservation Area Appraisal to be published for an 8 week period for consultation;
- c. To approve the Environmental Reports on the Local Development Plan and Open Space Strategy to be published for an 8 week period for consultation; and
- d. That prior to the Council approving the Draft Clackmannanshire Local Development Plan for publication and consultation the draft plan be amended to the effect that the Housing Site proposal H48 South and East of Pool of Muckhart for 80 housing units be reduced to 35 units and that corresponding amendments be made to the text of the draft plan.

#### **Action**

Director of Services to Communities

## **CC.158            BUDGET STRATEGY UPDATE**

A report which refreshed the Council's Budget Strategy and maintained Council's regular update on the medium term financial outlook and indicative funding gap was submitted by the Director of Finance and Corporate Services. The report also updated Council on the budget consultation activity which is underway.

### **Motion**

That Council agrees the recommendations set out in the report.

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

### **Amendment**

"2.7 - that Council defer approval of proposed additional capital spend on Kilncraigs and Speirs Centre until meeting of 19th December 2013 to allow paper to be brought to Council. Purpose of paper to be background, details and proper scrutiny of this increased capital spend."

Moved by Councillor Janet Cadenhead. Seconded by Councillor Bobby McGill.

The Provost confirmed the Clerk's advice that as the amendment from Councillor Cadenhead is a procedural motion, the matter would proceed straight to the vote.

Councillor Bobby McGill challenged the Provost's decision under Standing Order 10.5 and ask that the Provost's decision be put the vote.

### **Voting on the Provost's Decision**

In terms of Standing Order 14.7, Councillor Janet Cadenhead asked for a roll call vote on the Provost's decision. The Council agreed that a vote be taken by calling the roll and at this stage there were 18 members present who were eligible to vote. On the roll being called, the members present voted as follows:

#### **For the Provost's Decision (9 votes)**

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

#### **Against the Provost's Decision (9 votes)**

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

On a division of 9 votes to 9, the decision of the Provost was carried on the casting vote of Provost Tina Murphy. Accordingly, the matter was then put to the vote:

### **Voting on the amendment to defer recommendation 2.7**

#### **For the amendment (9 votes)**

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

#### **Against the amendment (9 votes)**

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

On a division of 9 votes to 9, the amendment to defer recommendation 2.7 was defeated on the casting vote of Provost Tina Murphy.

### **Voting on the Motion**

In terms of Standing Order 14.7, Councillor Janet Cadenhead asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 18 members present who were eligible to vote. On the roll being called, the members present voted as follows:

#### **For the Motion (10)**

Councillor Archie Drummond  
Councillor Alastair Campbell  
Councillor Craig Holden  
Councillor Walter McAdam, MBE  
Councillor Les Sharp  
Councillor Ellen Forson  
Councillor Irene Hamilton  
Councillor Donald Balsillie  
Councillor Gary Womersley  
Provost Tina Murphy

#### **Against the Motion (0)**

#### **Abstain from Voting (8)**

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

## **Decision**

On a division of 10 votes to 0 with 8 abstentions, the Council agreed to:

1. note the challenging financial outlook that faces the Scottish Public Sector over the coming years (Exhibit 1 within the Report).
2. note the Scottish Government's specified commitments and the potential adjustment to local government funding if these were not delivered (Paragraph 3.6 of the Report).
3. note the introduction of the Agreement on Joint Working introduced as part of the Draft Budget announcement (paragraph 3.10 of the Report).
4. note that details of Clackmannanshire's individual settlement will be received by mid December 2013 (paragraph 3.11 of the Report).
5. note the revised indicative funding gap to 2017/18 of £25m (Exhibit 2 within the Report) based on the assumptions set out in paragraph 4.2 of the Report.
6. note the Council's forecast outturn (Exhibit 3 within the Report) and the need for ongoing and robust scrutiny of mitigating action (paragraph 4.5 of the Report).
7. approve an additional £350k capital expenditure to complete the refurbishment works at the Speirs Centre (£100K) and Kilncraigs (£250k) (paragraph 4.8 of the Report).
8. approve £100k capital expenditure to fund the implementation of the Autism Unit at Alva Primary School (paragraph 4.9 of the Report)
9. note the programmed works at Lornhill Academy in respect of the installation of floodlighting ( paragraph 4.10 of the Report).
10. note the proposed consultation approach and process (section 5 of the Report).
11. note progress with Budget Challenge discussions and the planned all elected member briefing scheduled for the 6 November 2013 (paragraph 5.5 of the Report).

## **Action**

Director of Finance and Corporate Services

In line with Standing Order 10.25, the meeting adjourned at 12.10 pm.

When the meeting resumed at 12.40 pm, eighteen (18) members remained present.

## **CC.159            MAKING CLACKMANNANSHIRE BETTER - UPDATE**

A report which provided an update on the establishment, development and implementation of Making Clackmannanshire Better (MCB), the Council's business transformation programme was submitted by the Head of Strategy and Customer Services.

## **Motion**

That Council notes the information set out in the report.

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

**Decision**

The Council agreed to note:

- a. progress made since the last update report; and
- b. the planned activity in the coming months.

**CC.160 PEOPLE STRATEGY 2013-17**

A report which presented the People Strategy for the period 2013-17 was submitted by the Head of Strategy and Customer Services and Senior Support Services Manager.

**Motion**

That Council approves the People Strategy 2013-17.

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

**Decision**

The Council agreed unanimously to approve the People Strategy 2013-17.

**Action**

Head of Strategy and Customer Services

**CC.161 CORPORATE COMMUNICATION AND MARKETING STRATEGY 2013-2017**

A report which sought approval for the Corporate Communication and Marketing Strategy 2013-17 was submitted by the Head of Strategy and Customer Services.

**Motion**

That Council approves the Corporate Communications and Marketing Strategy 2013-17.

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

**Decision**

The Council agreed unanimously to approve the Corporate Communications and Marketing Strategy 2013-17.

**Action**

Head of Strategy and Customer Services

**CC.162            HOSPITAL BUSES - PROPOSED REMOVAL OF H1 AND H2 SERVICES  
BY NHS FORTH VALLEY AND INTRODUCTION OF DEMAND  
RESPONSIBLE TRANSPORT SERVICE**

A report which advised members formally of proposals NHS Forth Valley have put forward to replace the current H1 and H2 bus services between Clackmannanshire Council and Forth Valley Royal was submitted by the Chief Executive.

**Motion**

That Council agrees the recommendations set out in the report.

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

**Decision**

The Council agreed unanimously to:

- a. note the proposal by NHS Forth Valley to replace existing bus services H1 and H2 and to amend the existing Travel Plan in which the commitment to these services is contained;
- b. note 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. note 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. agree 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. ask 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. note 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.

**Action**

Director of Services to Communities

Councillor George Matchett QPM withdrew from the meeting at this point in the proceedings.



## **CC.163            STATUTORY GAELIC LANGUAGE PLAN**

The report advised Council that official notification has been received from Bord Na Gaidhlig to prepare a statutory Gaelic Language Plan (GLP) under the framework of the Gaelic Language (Scotland) Act 2005.

### **Motion**

That Council notes the information in the report.

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

### **Decision**

The Council agreed unanimously to note:

- a. that the Council has received formal notification of the requirement to prepare a Gaelic Language Plan; and
- b. that officers will be meeting with representatives of Bord Na Gaidhlig in the coming weeks to discuss the high level aims which have been set out for the Council in that notification.

### **Action**

Chief Executive

## **CC.164            NEXT GENERATION BROADBAND**

The report updated 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.

### **Motion**

That Council notes the information in the report.

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

### **Decision**

The Council agreed unanimously to note 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.

### **Action**

Director of Finance and Corporate Services

Councillor Walter McAdam MBE withdrew from the meeting at this point in the proceedings.

The provost advised that Items 15 and 16 had been withdrawn from the Agenda. They have been replaced with the undernoted Motion from Councillor McGill and Councillor Forson.

**CC.165 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16.0 -  
POTENTIAL PARTNERSHIP WORKING WITH FOOD BANKS AND  
OTHER VOLUNTARY ORGANISATIONS TO SUPPORT VULNERABLE  
PEOPLE ACCROSS CLACKMANNANSHIRE**

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Bobby McGill and Councillor Ellen Forson.

**Motion**

1. 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 organisation 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.
2. Agrees in principle to support and enable the provision of Lunch Clubs for all children who are in need during the period of the school summer holidays commencing in 2014.

These Lunch Clubs should utilise local groups, such as Tullibody Healthy Living Initiative Limited; 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.

3. Remits this matter to the Chief Executive to instruct such officers as she deems appropriate to develop a draft potential 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
  - 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.
4. The Chief Executive shall report back to the Council with a draft lunch club scheme for approval/consideration of Council not later than the Council meeting of 14th March 2014.

**Decision**

The Council agreed unanimously to support the motion.

**Action**

Chief Executive

ENDS 2.40 pm

**CLACKMANNANSHIRE COUNCIL**

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**Date of Meeting: 19th December, 2013**

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**Subject: Leader's Briefing**

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**1.0 Purpose**

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

**2.0 National Issues Affecting Clackmannanshire**

CoSLA

- 2.1 I attended the CoSLA Convention on 25th October. Items discussed were:
- Local Government Pay Negotiations
  - Community Empowerment (Scotland) Bill
  - National Review of Town Centres
  - Procurement Reform Bill
  - Independent Living Fund
  - Evidence to Commission on Strengthening Local Democracy
  - Welfare Reform
  - Local Government Funding Pressures
- 2.2 I attended the CoSLA Leaders' Meeting on 22nd November. Items discussed were:
- National Care Home Contract 2014/15
  - Community Planning: Joint Resourcing
  - Teachers' Pay
  - Disagreements with Government and their Resolution
  - Community Justice Structures
  - Settlement 2015/16
  - Local Government Powers
  - Regeneration Capital Grant Fund
  - Alcohol and Drugs Partnerships Quality Standards
  - Welfare Reform Update
  - Distribution Issues
  - EU Scottish Funds 2014/2020
  - Charging Guidance for Non-residential Social Care

- Local Support Services

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

### 3.0 Partnership Working

3.1 I attended the NHS Community Planning Working Group on 4th October.

3.2 A **Meeting of Forth Valley NHS Board** took place on 15th October. Items for discussion were:

- Maggie's Centre Development FVRH
- Financial and Performance Issues
- Dispensing Services Killin Medical Practice
- Capacity and Winter Planning
- Integration of Health and Social Care Update

3.3 I spoke at the Clackmannanshire Third Sector Interface (CTSI) AGM on 30th October.

3.4 The **Shared Services Steering Group** met in Stirling on 13th November. The main item for discussion was Health and Social Care Integration.

3.5 The Council's Chief Executive and I had follow-up meetings with the Chief Executive and Chair of NHS Forth Valley on 14th November and 4th December, to discuss the **bus services** which NHS FV currently support between Clackmannanshire and the hospital in Larbert. A separate briefing was circulated on this.

3.6 I attended the NHS FV Seminar on 19th November.

3.7 **Clackmannanshire Business Board Meeting** met on 20th November. Items for discussion were:

- Council Report on Economic Development
- Budget - Clackmannanshire Business/Imagine Alloa
- Discover Clackmannanshire
- Impact of Council Policy Decisions on Business Community
- Directors' Reports
- Forthcoming Events

3.8 On 29th November, I attended the NHS FV Annual Review Briefing for Board Members.

3.9 Associated papers for the meetings have been placed on the members' portal for members to access.

### 4.0 Staff and Other Visits

4.1 I attended the following events:

- 7th October - Clackmannanshire Secondary Schools Swimming Championships
- 21st October - Assessment Centre - Lornhill Academy Headteacher's Post
- 22nd October - Interviews - Lornhill Academy Headteacher's Post
- 4th November - Sauchie/Fishcross Community Council - I provided an update on local issues
- 6th November - Sauchie Environmental Improvement Project - Photocall
- 9th November - Sauchie and Fishcross Community Council - Open Day
- 11th November - Council Budget - Media Launch
- 12th November - Fishcross/Benvie Residents' Association - I provided an update on local issues
- 18th November - Council Budget -Third Sector Forum Budget Event
- 19th November - Members' Briefing - Welfare Reform
- 20th November - Public Meeting - Bedroom Tax
- 21st November - Council Budget Consultation - Public Meeting
- 26th November - Council Budget - Joint Parent Council

4.2 I would be happy to provide additional information on any of the above events.

Councillor Gary Womersley  
 Council Leader  
December, 2013



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**Report to: Clackmannanshire Council**

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**Date: 19th December, 2013**

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**Subject: Committee Recommendations Referred to Council**

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**Report by: Chief Executive**

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## **1.0 Purpose**

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

## **2.0 Recommendations**

- 2.1 It is recommended that Council:

1. from the **Planning Committee of 31st October, 2013** in relation to the report entitled "*Scheme of Delegation: Planning Applications for Local Developments*"

- ratify the decision of the Committee to approve the amended Scheme of Delegation for Planning and Other Applications under Section 43A of the Town and Country Planning (Scotland) Act 1997, as contained in Appendix 1 of the report.

2. from the **Enterprise and Environment Committee of 7th November, 2013**, in relation to the report entitled "*Fleet Asset Management Plan*":

- Approves the Fleet Asset Management Plan 2013-2018

3. from the **Education, Sport and Leisure Committee of 21st November, 2013** in relation to the report entitled "*Leisure and Sport Strategy (2013-15)*":

- Approves the Leisure and Sport Strategy 2013-2015

4. from the **Resources and Audit Committee of 5th December, 2013**, in relation to the report entitled "*Internal Audit and Fraud Progress Report*".

- Notes the Internal Audit Review of Adult Care - Commissioning of Care and Corporate Appointees and invites the Housing, Health and Social Care Committee to ensure that the identified areas for improvement are actioned, reported and monitored to ensure their delivery
- Notes the Internal Audit Review of Schools PPP/PFI Contract Monitoring and invites the Education, Sport and Leisure Committee and Enterprise and Environment Committee to ensure that the identified areas for improvement, relevant to each Committee, are actioned, reported and monitored to ensure their delivery
- Notes the Internal Audit Reviews of Information Management - Document Management and Business Continuity Planning and Disaster Recovery and invites all Service Committees to ensure that the identified areas for improvement, relevant to each Committee are actioned, reported and monitored to ensure their delivery

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

### 3.0 Sustainability Implications

NA

### 4.0 Resource Implications

*Financial Details* N/A

*Staffing* N/A

### 5.0 Declarations

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

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

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

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



## **6.0 Equalities Impact**

6.1 N/A

## **7.0 Legality**

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

## **8.0 Appendices**

8.1 None

## **9.0 Background Papers**

- a) Planning Committee Agenda of 31st October, 2013, together with Minute
- b) Enterprise and Environment Committee Agenda of 7th November, 2013, together with Minute
- c) Education, Sport and Leisure Committee Agenda of 21st November, 2013, together with Minute
- d) Resources and Audit Committee Agenda of 5th December, 2013, together with Minute

### **Author(s)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Elaine McPherson	Chief Executive	Signed: E McPherson



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**Report to: Clackmannanshire Council**

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**Date: 19 December 2013**

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**Subject: Notice of Amendments to Council Standing Orders**

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**Report by: Director of Finance and Corporate Services**

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**1.0 Purpose**

- 1.1 The purpose of this report is to give notice to the Council of proposed changes to Standing Orders.

**2.0 Recommendation**

- 2.1 It is recommended the Council notes that:
- a. amendments to Standing Orders will be submitted to the next Council meeting for approval;
  - b. a briefing for all elected members will be arranged to take place prior to the next council meeting to review the proposed changes.

**3.0 Background**

- 3.1 Current Standing Orders were approved by Council on 1 June 2012.
- 3.2 It is considered that in light of experience, Standing Orders should be reviewed with a view to removing ambiguities and anomalies; providing a definitions section; improving and clarifying the wording where appropriate; and carrying out some re-arrangement of the contents. Officers are undertaking a review of Standing Orders to produce a draft reflecting the above aims.
- 3.3 A briefing session will be organised for elected members at which the draft will be presented for discussion. The aim of this briefing is to obtain elected member feedback on the draft proposals, in order that these can be considered, prior to submitting the proposed revisions to Council for approval.

## 4.0 Considerations

### Standing Orders

- 4.1 Standing Order 20.7 states: *“The standing orders can only be changed or abolished when (at a meeting of the Council) there has been an indication that proposals to amend standing orders will be brought before the next Council meeting.”*
- 4.2 This report fulfils the requirement set out in Standing Order 20.7.

## 5.0 Sustainability Implications -

- 5.1 N/A

## 6.0 Resource Implications

*Financial & Staffing Details* - none directly from this report

## 7.0 Legality

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

## 8.0 Appendices

None

## 9.0 Background Papers

Revised draft Standing Orders

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
David Thomson	Legal Service Team Manager	Extension : 2082

### Approved by

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

**CLACKMANNANSHIRE COUNCIL**

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**Report to Council**

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**Date of Meeting: 19th December 2013**

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**Subject: Budget Strategy Update**

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**Report by: Director of Finance and Corporate Services**

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**1.0 Purpose**

- 1.1. The purpose of this report is to maintain Council's regular update on the medium term financial outlook and indicative funding gap. This report also updates Council on the Budget consultation activity which is underway and provides details of provisional officer savings proposals which form the basis of phase 2 consultation activity.

**2.0 Recommendations**

It is recommended that Council:

- 2.1 notes that it is anticipated that Clackmannanshire's individual financial settlement will be notified between 9 and 11 December and that a verbal update on the impact of the settlement will be provided at the Council meeting (paragraph 3.3).
- 2.2 notes the revised indicative funding gap to 2017/18 of £25.7m (Exhibit 1) based on the assumptions set out in paragraph 4.2.
- 2.3 notes the demand pressures approved by Directors' Group (Appendix A) and the impact of these on the revised indicative gap (paragraph 4.3 and 4.4)
- 2.4 notes the Council's forecast outturn (Exhibit 2) as reported to the Resources and Audit Committee on the 5 December.
- 2.5 notes the progress in the preparation of both HRA and capital budgets (paragraph 4.6 and 4.7).
- 2.6 notes the officer savings proposals set out at Appendix B and the request for feedback through the ongoing consultation.
- 2.7 notes the request for feedback on the potential equalities impacts of individual proposals (Appendix B).
- 2.8 notes the range of consultation activity which has taken place since October (Paragraph 5.1) and the current phase of activity which commenced on the 16th December which focuses on specific officer savings proposals for 2014/15

(paragraphs 5.3-5.5).

- 2.9 notes ongoing consultation and engagement with Trade Union representatives (paragraph 5.7).

### **3.0 Financial outlook**

- 3.1 Council has received regular updates on the medium term financial outlook in its regular Budget Strategy Update reports. The October 2013 Centre for Public Policy for Regions (CPPR) Briefing is largely focussed on the UK's macroeconomic position and the debate on the Barnett Formula workings.
- 3.2. There are positive signs of UK and Scotland wide economic growth reflected in the most recent figures for the third quarter of 2013/14. However, this does need to be tempered by downgraded forecasts for overall World growth. Whether a short term improvement in UK and Scottish growth rates will result in increased public spending, however, remains uncertain. It is likely further clarity may be available following the publication of the Chancellor of the Exchequer's Autumn Statement on 5th December.
- 3.3 The Council will also receive confirmation of its individual settlement following the Cabinet Secretary's announcement scheduled for 9-11th December 2013. A verbal update on the impact of the settlement figure will be given at the Council meeting.

### **4.0 Budget Strategy Implementation**

- 4.1 As part of Budget preparation work, there is ongoing and detailed review of the assumptions built into the indicative funding gap. This exercise has the aim of refining the indicative budget gap and minimising the need for new savings proposals by ensuring budgets are, as far as possible, aligned with planned expenditure and reflect all known factors. Recent work results in an indicative funding gap of £25.7million over the period to 2017/18. Exhibit 1 summarises the revised position.

**Exhibit 1:** Indicative budget Gap based on revised assumptions to 2017/18

	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Net expenditure</b>	<b>119,933</b>	<b>124,831</b>	<b>130,338</b>	<b>134,776</b>
<b>Net Funding</b>	<b>112,351</b>	<b>111,991</b>	<b>110,643</b>	<b>109,100</b>
<b>Cumulative indicative Funding Gap</b>	<b>7,582</b>	<b>12,840</b>	<b>19,695</b>	<b>25,676</b>
<b>Indicative Annual Gap</b>	<b>7,582</b>	<b>5,258</b>	<b>6,855</b>	<b>5,981</b>

- 4.2 The main assumptions included within these projections are:

- Pay inflation maintained at 1% across the period to 2017/18

- an allowance of £830k per annum for impact of auto enrolment to pension fund
- an annual allowance for utility increases and contractual inflation but not general inflationary pressures
- approved general demand pressures of £1.4M for 2014/15 (Appendix A) with an estimate of £1m each year thereafter for further budget pressures
- an allowance of £1.3M in 2014/15 and £1.4M 2015/16 onwards to cover the impact of welfare reform across the Council.
- The ending of contracted out National Insurance contributions estimated at £1.1m in 2016/17
- Cash reduction on general fund grant of 1.3% and 1.8% in financial years 2016/17 and 2017/18 respectively .

4.3 The indicative funding gap has increased by £0.474 million since the last report to Council, this is largely due to:

- approved demand pressures have now been incorporated within the indicative gap figure resulting in a net increase of £119k
- £95k less voluntary severance savings were achieved when compared with those budgeted. This arose due to some individuals changing their mind
- there was a small sum of unachievable savings (£23k) as reported to service committees and Resources and Audit Committee during the year
- salary amendments of approximately £160k have been made to reflect incremental progression costs of new staff agreements not previously budgeted. These include implementing craft increments and new social work appointments.

4.4 With regards the demand pressures proposed for 2014/15, the full schedule, totalling £4.4 million was shared with all elected members as part of the Budget Briefing on the 6th November. Subsequent to these discussions, further checks have been undertaken by services and their accountants. This revised list has been reviewed by Directors' Group and the list of approved demand pressures, totalling £2.319million is set out at Appendix A. Of these, £1.2 million had previously been provided in respect of inflationary pressures and £1million for general pressures. This has led to a small net increase of £119K in the indicative gap for 2014/15.

4.5 A significant consideration in determining how the Council bridges the funding gap, is the regular review of the Council's outturn position. The detailed General Services and HRA revenue and capital outturn position was reported to the Resources and Audit Committee on the 5th December. For ease this is summarised in Exhibit 2 below:

**Exhibit 2: Summarised Outturn position 2013/14**

Classification	2013/14 Projected outturn £000
General Services Revenue	(202)
General Services Capital	(2.986)
Housing Revenue Account	174
Housing Capital	(1.186)

- 4.6 Work is also progressing with regards the preparation of the Housing Revenue Account Budget. This is the first (part) year of operation of the new Housing Business Plan. Elected members will recall that in approving the new Business Plan, it was also agreed that there will be an annual review of the assumptions underpinning the Business Plan. This allows the Business Plan to be updated to reflect the prevailing economic conditions if required. The budget currently in preparation includes the first annual review of the Business Plan assumptions. This will be undertaken each year as part of Budget preparation.
- 4.7 Work is also ongoing with regards the preparation of the Capital Budget. During the year, the new capital project appraisal process was implemented and in advance of this year's budget preparation, services have been asked to submit their capital bids. The capital bids have been collated and have been shared with the Capital Investment Forum (CIF) at its meeting on the 6th December.

**5.0 Consultation**

- 5.1 In the Update report presented to Council on the 24th October, the Council's consultation approach was outlined. Since then, there has been a considerable amount of activity, including:
- publicising consultation activity through the local press, recent edition of the View which goes to all Clackmannanshire households, Clacksweb and in local council offices, on Facebook and Twitter.
  - preparation and distribution of the Budget consultation booklet
  - preparation and distribution of a separate Terms and Condition consultation booklet for Council employees
  - the Leader of the Council's consultation meetings involving the Third Sector Interface, Parent Councils, Alliance Partners as well as two open meetings including representatives from the communities, interest groups and general public.



- 27 staff meetings on Terms and Conditions between 11th and 20th November, each led by member(s) of Directors' Group and involving Trades Union representatives.
- online consultation facilities using Citizenspace: one open/ general consultation and a separate survey for staff. At the time of preparing this report 178 responses had been received in respect of the open consultation and 223 responses in respect of the staff consultation on proposed changes to Term and Conditions.

- 5.2 A key focus of the consultation will be to seek views which allow the Council to determine its medium term priorities within the Making Clackmannanshire Better improvement programme. This focus recognises that given the scale of the financial challenges faced by the council, it has to make extremely difficult choices about where to spend its reducing resources. Feedback to date suggests that this recent round of consultation is helping improve awareness, however, it is anticipated that further work will be needed to continue to raise awareness of the challenges faced and how that relates to choices with regards local service delivery.
- 5.3 As this phase of the consultation process is ending, phase two has commenced. On 16th December, a further phase of consultation commenced based on the range of specific officer savings proposals submitted to elected members for consideration during the Autumn Budget briefing process. These are attached at Appendix B for reference. The consultation is online, again using the Citizenspace survey tool. It incorporates brief contextual information, consistent with that included in the Budget Booklet 2014/15, as well as seeking feedback on potential Equalities Impact considerations alongside each specific proposal.
- 5.4 It is important to note that the officer proposals set out in Appendix B are not being submitted for approval but as the basis of the ongoing consultation activity.
- 5.5 It is intended that taking feedback and views on these proposals provides greater transparency over the difficult choices that have to be made and the options that have been presented to elected members at this stage. It is anticipated, as in previous years, that the feedback from the full range of consultation activity will be shared with all elected members, prior to setting the Budget, to inform their decision making.
- 5.6 This further phase of consultation will run until 22 January. However, in line with previous years, and in view of the fact that it is now possible to obtain real time reporting of survey responses using Citizenspace, the Council will include all feedback received prior to submitting the Budget papers to Council for consideration.
- 5.7 Consultation with Trade Union representatives remains a significant feature of the Council's approach. Recent consultation on proposals which have the potential to affect the Terms and Conditions of Council employees remain ongoing; and more general consultation on wider savings proposals are conducted through specific Budget briefings which are held in parallel with those undertaken for elected members. The most recent briefing session was held on 12th December.

## 6.0 Conclusions

- 6.1 Significant work is in hand to, as far as possible, reduce the Council's budgeted net expenditure. The most recent work highlights that the Council needs to bridge a funding gap in the order of £25.7m by March 2018. This latest position includes provision for those demand pressures approved by Directors' Group. Budget preparation work also continues to progress well.
- 6.2 A significant focus of activity remains on consultation with our communities, service users, partners, staff, elected members, trade union representatives and the public. In particular, the commencement of phase 2 of the consultation activity which focuses on specific officer savings proposals and the potential equalities impacts of individual proposals. The information gathered from the full range of consultation activity aims to better inform elected member decision making, in particular assisting in the prioritisation of particular aspects of service delivery.

## 7.0 Sustainability Implications

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

## 8.0 Resource Implications

### 8.1. *Financial Details*

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

### 8.3. *Staffing*

as above

## 9.0 Exempt Reports

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

## 10.0 Declarations

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

### (1) Our Priorities

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

The Council is effective, efficient and recognised for excellence

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

**11.0 Equalities Impact**

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

**12.0 Legality**

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

**13.0 Appendices**

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

Appendix A: Approved Demand Pressures 2014/15

Appendix B: Officer Savings proposals 2014/15

**14.0 Background Papers**

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

**Yes**

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Director, Finance and Corporate	01259 452373

**Approved by**

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



# APPROVED DEMAND PRESSURES 2014/15

Appendix A

Description of Pressure	£ 2014-15	Narrative
<b>SUPPORT SERVICES</b>		
Reduction in DWP Funding	48,000	Reduction in annual DWP Administration Grant. Assume 12% in line with 12/13 and 13/14.
	<b>48,000</b>	
<b>FACILITIES MANAGEMENT</b>		
Commercial Income	62,180	Reduction in income from external customers due to recycling & transferring to other providers. 25% reduction in income anticipated. Projected overspend in 13/14.
	<b>62,180</b>	
<b>SOCIAL SERVICES</b>		
Increased care at home demand for individuals with complex needs, spec. LD and OP	231,000	Demand on service increase in complex needs care
Kinship Care Payments	335,000	Potential Legislation change. Rates increase to same as fostering, currently pay 45.32% of foster network rate.
Increased use of external foster placements due to lack of internal carers an increased demand.	212,000	Increase in foster care placements
	<b>778,000</b>	
<b>COMMUNITY &amp; REGULATORY</b>		
Local Development Plan Examination (Scottish Government)	50,000	Total growth required £100K split - £50K 13/14 and £50K 14/15. £50K in 13/14 will not be spent but will be required to be carried forward for spending in 14/15 with the additional 14/15 £50K. Service is confident total £100K spend will occur in 14/15
	<b>50,000</b>	
<b>CORPORATE DEMAND PRESSURES</b>		

## APPROVED DEMAND PRESSURES 2014/15

## Appendix A

Description of Pressure	£ 2014-15	Narrative
Cost of Auto Enrolment (assumes contribution rate is unchanged)	500,000	Estimation of employees not in the pension, assuming 50% of these will remain and not opt out. More accurate figures will be available by end of December, once everyone has had the chance to opt out.
	500,000	
<b>TOTAL</b>	<b>1,438,180</b>	

APPROVED CONTRACT INFLATION PRESSURES 2014/15

Description of Pressure	£ 2014-15	Narrative
<b>FACILITIES MANAGEMENT</b>		
Rates	81,670	Annual poundage increases
Schools PPP	168,730	Figures amended to reflect RPI
	<b>250,400</b>	
<b>COMMUNITY &amp; REGULATORY</b>		
Contractual Inflation - Power Street	37,500	Increase in costs
Lighting	129	Increase in costs
Water/rates	<b>37,629</b>	
<b>SOCIAL SERVICES</b>		
Internal Foster Payments	18,290	Fostering Network recommended Rates
External Foster Payments	16,940	Fostering Network recommended Rates
Other Local Authority Contracts	15,660	Estimate @ 2.5%
Residential Schools	56,090	Scotland Excel @ PQO. Estimated 2.5% uplift.
Care Homes for Elderly	236,370	Estimated Free Personal Care & Free Nursing Care uplifts. Plus 0.5% to be confirmed re National Care Homes Contract.
Direct Payments	19,310	Estimated Free Personal Care uplift, @ 2.5%.
	<b>362,660</b>	
<b>TOTAL</b>	<b>650,689</b>	

## APPROVED OTHER INFLATION DEMAND PRESSURES 2014/15

Description of Pressure	£ 2014-15	Narrative
<b>FACILITIES MANAGEMENT</b>		
Rents inflationary increases	4,500	RPI + 2% as per Housing business plan
Parts and Tyres	4,500	Minimum increase of current budget plus RPI required. Budget overspend in 12/13 of £12K
Fuel	25,720	Annual increase as per government notification
Introduction of Zero Waste Regulations 2011 - new burdens	61,100	Grant funded in 13/14. Budget required for 14/15
Wasps Leisure inflationary increase	14,200	Figures amended to reflect RPI
	<b>110,020</b>	
<b>COMMUNITY &amp; REGULATORY</b>		
Manufacture of bitumen coated materials for use in road works.	22,500	Linked to increase in oil/fuel costs
Maintenance of Traffic Signals	680	Part of a Contract covering eight Local Authorities. Inflation is calculated through the contract.
	<b>23,180</b>	
<b>CORPORATE</b>		
Employee Insurance Growth	27,040	Increased insurance costs
Building Insurance Growth required assumed 5% increase on policy	12,170	Increased insurance costs
	<b>39,210</b>	
<b>MISC SERVICES - non distributed costs</b>		
Superann annual charges	57,763	Increase in annual changes
	<b>57,763</b>	
<b>TOTAL</b>	<b>230,173</b>	





# Budget 2014/15

Officer Savings  
Proposals Consultation

**Better Services**

**Better Opportunities**

**Better Communities**



## Introduction

The Council has recently published information on its budget for 2014-15. That information set out that the Council, in common with all public sector organisations, continues to face financial challenges. In 2014-15 alone the Council needs to find savings of around £7 million to achieve a balanced budget.

There has been a very good response to the recent Council publication, Budget 2014-15, which set out the scale of the financial challenges ahead and those responses are helping inform priorities for medium term change.

Given the scale of the financial challenges facing the Council, councillors will have to make extremely difficult choices about where to allocate reducing resources. It is not going to be possible for the Council to deliver all the services it currently does in the way it currently does; instead, the Council will need to reduce costs, prioritise its resources and operate in a more integrated way with its public service partners to achieve its intended outcomes.

This second booklet represents the next phase of consultation on the budget and now sets out a range of specific potential savings options which have been proposed by Council officers for consideration by elected members.

The purpose of this consultation is to get feedback on the officer proposals to provide greater transparency over the difficult choices elected members will have and to assist the decision-making process. It is important to note that these are officer proposals and are not approved savings. Nothing will be finalised until the Council approves its budget in 2014. Prior to that budget being set, feedback from the full range of consultation activity will be shared with all elected members to inform budget decisions.

The officer proposals contained in this booklet set out potential savings in 2014-15 and 2015-16. Preliminary equalities impact assessments have been carried out on all the proposals and the booklet notes those specific proposals where further impact assessment work is required.

The Council is keen to receive as many views as possible on the specific officer proposals in this booklet. In addition, if you have any suggestions which would reduce costs or deliver savings, please feed those in, too. This phase of the budget consultation will run until 22 January and you can respond in the following ways:

- An online survey is available via ClacksWeb
- You can write or email
- You can also share your views with your local councillor.

<http://www.clacksweb.org.uk/council/mcbbudgetconsultation/>

**Elaine McPherson**  
Chief Executive  
December, 2013

## Context

The following schedule of officer savings proposals has been submitted to elected members for consideration.

### **These are not approved savings.**

Work is ongoing to identify further savings proposals up until the date of the budget. However, this schedule represents the position at 16th December 2013.

The consultation will run from 16th December 2013 until 22nd January 2014.

An online survey is available via ClacksWeb

<http://www.clacksweb.org.uk/council/mcbbudgetconsultation/>

You can write or email:

email: [customerservices@clacks.gov.uk](mailto:customerservices@clacks.gov.uk)

Post: Chief Executive,  
Clackmannanshire Council,  
Greenfield, Alloa  
FK10 2AD.

Thank you in anticipation of your feedback.



# BC1 update as at 19.12.13

## APPENDIX B

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
<b>HOUSING &amp; COMMUNITY SAFETY</b>					
Service reconfiguration	36,080	36,080		Budget realignment to reflect General Fund Housing related expenditure following reconfiguration.	No
Transfer of some support costs to housing revenue account	32,000	32,000		Reflects situation where much of the support provided is to current tenants or in pre-tenancy support. Equivalent to transfer of one full time support post	No
Concierge Services Efficiencies	17,604	17,604		Anticipated savings from retendering exercise and efficiency savings re concierge at two new schemes.	No
Review of Support Service	281,091	281,091		Redesign and reprovisioning of currently outsourced service within a new council run scheme.	No
Budget realignment of staffing costs	60,000	60,000		Budget not required following service restructuring.	No
Mainstream role of anti-social behaviour (ASB) co-ordination	31,610	31,610		ASB role accommodated with restructure of Housing and Community Services.	No
Mainstream Community Safety Funding	74,000	74,000		Budget for community safety partnership grant funding removed, with future requests to be considered through other corporate grant funded routes.	No
Payments to third parties & individuals to support Community Safety	8,000	8,000		Budget previously used for one off costs - not spent this year	No
Efficiency Savings in Community Safety Structure	53,000	53,000		Cost savings arising from staff turnover, contract renegotiation or redeployment.	No
Training for wardens	5,000	5,000		Training costs met out of central training budget	No
	<b>598,385</b>	<b>598,385</b>	<b>0</b>		
<b>SUPPORT SERVICES</b>					
Think where (former FVGIS) contract savings	6,588	6,588	0	Negotiated contract price review	No
Increase in Council Tax for long-term empty properties	119,000	119,000	0	Removal of 10% council tax discount on long term empty properties. Introduction of 50% charge generating additional income of £119,000.	No

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Staff Terms and Conditions changes (excluding teachers)	800,000	800,000		Based on negotiated proposals to make changes to staff terms & conditions	No
Income & Charging	175,000	175,000	0	Based on proposals to increase or introduce charges for some services. Additional income of £175,200 to £232,700 depending on options agreed.	Depends entirely on the service that will be charged for.
Voluntary Severance	100,000	100,000	0	Offer the opportunity for employees to leave the employment of the council through a voluntary severance package. Costs to be recovered in accordance with Council policy	No
Procurement	100,000	100,000	0	Improved procurement practice to deliver savings across the Council's services	No
Reduction in Chief Officer costs (up to)	200,000	90,000		Reduction in the number of chief officer posts. Saving dependent on numbers of posts and grades removed. Estimated range of savings from £90,000- £200,000	
Subscriptions (various)	0	5,000	0	Following review of corporate subscriptions, cease certain subscriptions.	
	<b>1,500,588</b>	<b>1,395,588</b>	<b>0</b>		
<b>STRATEGY &amp; CUSTOMER SERVICES</b>					
Extension of Business Support Model	90,000	40,000	50,000	An internal review concluded that most services now operate within the councils preferred Business Support model. Bringing the remaining few staff into the model combined with adjustments to service configuration will realise a further modest saving.	No

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Review of voluntary organisations (corporate)	225,000	112,500	112,500	Assessment of an independent review which, concludes that a number of currently funded organisations are not strongly aligned with strategic priorities, and/or have poor sustainability prospects, and/or cannot sufficiently demonstrate the impact of their activity on priority outcomes. In such circumstances it is proposed, subject to EQIA, that funding should cease from 30 September 2014 following a minimum 6 months notice period. Transitional support would be offered to all affected organisations. Where fit/impact/sustainability is strong or has clear potential to be significantly stronger, it is proposed that a transition is made to offer medium to longer term funding agreements (subject to compliance with procurement regulations) enabling increased stability and sustainability for service providers within developing integrated models of service design necessary to deliver on agreed Single Outcome Agreement priorities. .	Yes
Reduction in Business Support salary costs	0	100,000	0	Ongoing efficiency measures will be realised from not replacing vacant posts.	No
	<b>315,000</b>	<b>252,500</b>	<b>162,500</b>		
<b>EDUCATION</b>					
Music Tuition		12,500		Increase in Music Tuition fees from £220 per year, No equivalent to £7.30 per lesson, to £450 per year (£15 per lesson). This is more in line with private sector charges No changes will be made to the reduced charges for families in receipt of benefits or to free tuition for children undertaking SQA courses. Included in Income and Charging line	No
Learning Assistants	294,000	183,750	110,250	Removal of 19 (full time equivalent) learning assistants from primary and secondary schools with effect from August 2014. This represents 17% of the service	Yes
Reduction in Youth Service		140,625		Removal of 3 full-time posts from Youth Services. (37% of current staff capacity) and 50 hours per week of sessional contact time cut. The balance would be taken from supplies and services (approximately 60k),	No

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Free holiday swimming		30,890		Withdraw free holiday swimming	No
Primary School Swimming Lessons	42,832	26,770	16,062	Withdraw swimming lessons for primary 4 and 5 children	No
Breakfast Clubs		9,000		Increase breakfast club charges from 50p to 75p	No
Kidzone		11,100		Withdrawal of subsidy from Kidzone.	No
Sauchie Nursery		0	40,000	In line with Council's policy to align nursery schools with primary schools, it is proposed to undertake a formal consultation to close Sauchie Nursery from August 2015 and create nursery classes in Deerpark and Craigbank primary schools	No
Home / School Liaison workers	120,672	75,420	45,252	Withdrawal of home school liaison workers from Banchory, Deerpark, Park, Lochies school, with effect from August 2014.	Yes
School Librarians	22,000	14,666	7,334	Redesign secondary school library provision in partnership with community libraries with effect from August 2014	No
School Crossing Patrols		0	44,000	Review the school crossing patrol service in line with safer walking routes	No
School Clothing Grants		27,000		Reduce footwear and clothing grants from £55 to £35	No
Secondary school efficiency targets		60,000		Under the scheme of devolved school management secondary schools have flexibility around a number of areas of their budget whilst maintaining the commitment to teacher numbers	No
Psychological Services		20,000		Further integration of Psychological Services	Yes
Charging for concessionary places on school transport		9,000		Introduction of charges for school transport who attend a school by means of a placing request, this will include non denominational children attending a denominational school	No
ABC nursery		107,000		Realign budget for ABC nursery in line with actual spend	No
Sports Development Services		25,000		Introduction of an income target for the Sports Development service	No



Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Early Years teachers	128,000	80,000	48,000	The additional teachers currently deployed in Nurseries are not included in adult to child ratios. This proposal would include them and result in a reduction in the required number of Early Years workers.	No
Speech and Language Therapy services			30,000	Reduction in speech and language therapy services	
	<b>607,504</b>	<b>832,721</b>	<b>340,898</b>		
<b>FACILITIES MANAGEMENT</b>					
Review of janitorial service	17,000	0	0	Roles and responsibilities for janitors to be aligned to provide consistency and include cleaning and tasks that are more suitable to the requirement of the school.	No
Reconfiguration of cleaning service	25,500	0	0	Removal of unsociable hour activity and associated payment	No
	<b>42,500</b>	<b>0</b>	<b>0</b>		
<b>SOCIAL SERVICES</b>					
Redesign of adult care provision.  Tier 2 Commissioning. More detailed review of adult care commissioning activity to maximise efficiencies.	100,000	58,000	42,000	Full savings likely to commence September 2014.	Yes
Review of care packages to establish a tangible and transparent link between intervention and outcomes for individuals.	238,000	139,000	99,000	Savings would come from regular and robust reviews based on increasing independence. All investment would require to evidence positive impact. Anticipated reduction in care packages especially for Older People, Mental Health and Learning Disability services.	Yes
Reduce instance of long term care package through the introduction and development of intermediate care services and supports for all care groups.	207,000	121,000	86,000	The projected savings are based on a reduction in long term care packages by 5% (13 beds per annum). The Service is looking at significant redesign with the objective of managing anticipated future demand increases and releasing efficiencies.	Yes

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Means testing respite for children with disabilities	15,000	15,000	0	Introduction of means tested charge for respite care. Currently respite offered regardless of parents income. This is based on creating equity with adult services. £15K is 15% of current respite costs.	Yes
Reduction of 3 Child Care Team Leader posts across shared service. From Duty, Residential, &EEI. Absorption of roles within current establishment	75,000	50,000	25,000	Services more effectively managed by a single approach across shared service. Saving is based on a shared saving with Stirling Council.	Yes
Reduction of 2 Adult Care Team Leader posts across shared service. Absorption of roles within current establishment	35,000	35,000	0	Total saving £125k. £90k saving originally identified in 13/14 budget process, phased £45k 13/14 & £45k 14/15. Integrated service across Clacks and Stirling will reduce FTE by 6.66 overall, 3.05 FTE saving attributable to Clacks. Based on shared service business case for Adult Assessment and Care Management Services.	Yes
Childcare Financial Support - Section Payments	25,000	13,000	12,000	Reduce discretionary section payments.	Yes
	<b>695,000</b>	<b>431,000</b>	<b>264,000</b>		
<b>COMMUNITY &amp; REGULATORY</b>					
<b>REGULATORY</b>					
Income from on-street parking regulation in Central Alloa	100,000	0	0	Reinstate and extend on-street parking charges in Central Alloa. Would require to be implemented alongside similar measure for off-street parking in Central Alloa to minimise set-up cost. Could take up to 24 months to implement from any decision due to likely requirement to introduce decriminalised parking enforcement (DPE) following planned Police Scotland review of current Traffic Warden service.	Yes

Description of Saving	Annual Saving £	Year 1 2014-15 £	Year 2 2015-16 £	Narrative	Stage 2 Equalities impact required
Income from off-street parking regulations in Central Alloa.	300,000	0	0	As stated above, any charges for on and off street parking should be implemented simultaneously to minimise set up and operating costs. Estimated saving is based on assumed variable tariffs, including the retention of some free parking, and projected usage. Could take up to 24 months to implement from any decision due to likely requirement to introduce decriminalised parking enforcement (DPE) following planned Police Scotland review of current Traffic Warden service.	Yes
Review of winter maintenance standards (Roads)	30,000	30,000	0	Reprioritise roads to be treated in winter and thereby reduce length. A full review of winter treatment will be carried out over winter 2013-14.	No
Review of winter maintenance standards (Paths)	19,500	19,500	0	Reprioritise footways to be treated in winter and thereby reduce length. A full review of winter maintenance to be carried out over winter 2013-14.	Yes
Revise bus service subsidies	70,480	35,240	35,240	Withdrawal of council subsidised evening and weekend bus services. This would entail removing the C68 & C69 Menstrie/Glenochil - Alloa - Dollar evening and weekend bus services as well as the C70 Glenochil - Alloa - Muckhart Sunday service	Yes
Increased planning fee income	15,000	0	0	Increased cost of applications - fees set nationally	No
Traffic signage	10,000	0	0	Reduce budget for discretionary function.	No
Reduce school transport costs following provision of footpath/cycle route.	90,000	0	0	Construct Tillicoultry - Alva cycle/footpath and cease school transport from Tillicoultry to Alva.	Yes
	<b>634,980</b>	<b>84,740</b>	<b>35,240</b>		
<b>TOTAL</b>	<b>4,393,957</b>	<b>3,594,934</b>	<b>802,638</b>		



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**Report to Council**

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**Date of Meeting: 19 December 2013**

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**Subject: Polling District and Polling Place Review 2013**

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**Report by: Director of Finance and Corporate Services**

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**1.0 Purpose**

- 1.1. The purpose of this report is to bring to Council the outcome of the consultation on the polling districts and polling places within the Clackmannanshire area which took place between the 1st October and 1st November 2013.

**2.0 Recommendations**

- 2.1. It is recommended that Council:
- a) approves the polling districts and places set out in Appendix I to this report and
  - b) delegates to the Chief Executive (further to consultation with elected members in the affected Ward) to approve any changes to the scheme which may become necessary before the next formal review.

**3.0 Considerations**

- 3.1. The Electoral Registration and Administration Act 2013 introduced a new timetable for the formal review of all polling districts and places. It is now a requirement to conduct a review within the period of 16 months from the 1st October 2013 and then every five years afterwards.
- 3.2. This meant that the council had to conduct and complete this review between the 1st October 2013 and 31st January 2015. Taking into account the planned election events upcoming in 2014 and ensuring a settled register in time for the 2015 parliamentary election, it was considered most suitable to conduct the review before next year's events. This provides a stable situation through both the European Parliamentary election in May and the Scottish Independence Referendum in September. In addition it allows for any changes that would be required to be fully reviewed rather than have to make temporary measures during these events.
- 3.3. Although there was a review recently, the changes to the legislation required us to conduct another formal review. However due to the proximity of the last review it

was sensible to publish previous suggestions to allow any responder to have this information in advance of making any comments.

- 3.4. It was important to raise awareness of the consultation with all key stakeholders that may have an interest in responding. To achieve this, the details of the review were published on Clacksweb. It was also registered on the corporate consultation database (Citizenspace) and the details were circulated to the relevant stakeholders. Additional awareness raising was also done using the council's social media.
- 3.5. Stakeholders included all elected members, community councils, residents and tenants groups and all key council offices. In addition, contacts for the premises that we currently use were also provided with the information.
- 3.6. The legislation requires the Returning Officer to formally respond to the Council's consultation exercise, this was received on the 4th October 2013. In her submission the Returning Officer must consider the size and layout of a polling place in relation to the number of stations required for all election types. It should allow for the most effective throughput of voters, including in those instances where there is a high number of electors at the polling station(s) at any one time on polling day. She must also consider the integrity of the poll in ensuring suitable conditions for the elector to vote in private, for staff to conduct elections in an efficient and effective manner and for those entitled to observe the voting process to do so without compromising the secrecy of the ballot.
- 3.7. During the consultation period we received 18 responses, including the Returning Officer's and one petition. In preparing the report we have taken account of these.
- 3.8. For Members interest the level of postal votes in Clackmannanshire is 10.6%. This has been taken into account in determining the recommendation.

#### **4.0 Proposed Changes to Existing Scheme**

The following section outlines proposed changes to the existing scheme and the rationale for these.

##### **4.1 Tullibody**

The current scheme provides for the following four polling districts and polling places:

OC110	St Serf's Church Hall
CO115	Banchory Primary School
OC120	Tullibody Civic Centre
OC125	St Bernadette's Church Hall

The issue with the current arrangements is:

The use of Banchory Primary School disrupts the children's education as the school has to be closed to the pupils on the day of the poll. All respondents were in favour of discontinuing the use of the school as a polling place.

Representations have been received as follows regarding Tullibody: Ten submissions were made supporting the following three options.

Option 1: create one polling district for all the voters in Tullibody and have one polling place, which would be Tullibody Civic Centre. Three individual respondents were in favour of this option.

Option 2: create two polling districts, a north/south division, served by two polling places, Tullibody Civic Centre and St Serf's Church Hall. Four submissions were made in favour of this option, two from individuals and two group submissions: Tullibody, Cambus & Glenochil Community Council and Clackmannan Tenants & Residents Federation.

Option 3: create three polling districts served by three polling places, Tullibody Civic Centre, St Serf's Church Hall and St Bernadette's Church Hall/Scout Hall. Two individual and one group submission (Residents of Muirside Rise) were made in support of this option.

Option 1 provides the accommodation necessary to serve all the voters of Tullibody and maintain the integrity of the poll.

In respect of options 2 & 3, the concerns are that, with the redistribution of electors, St Serf's would be at or beyond its capacity at election events where there is a higher than average turnout and this in turn would impact on the risks associated in maintaining the integrity and secrecy of the poll.

In light of the above, the proposal for Tullibody is merge the four polling districts into one and have one polling place, Tullibody Civic Centre. This will ensure sufficient capacity for voters and consequently safeguard the integrity of the poll.

#### 4.2 Tillicoutry

The current scheme provides for two polling districts and polling places:

OC240	Tillicoutry Community Centre
OC243	Devonvale Hall

The issue with the current arrangements is:

Tillicoutry Community Centre has closed and is no longer available as a polling place.

Representations have been received as follows regarding Tillicoutry: Four submissions were made supporting the following three options.

Option 1: create one polling district for Tillicoutry and have one polling place, Devonvale Hall. Two individual respondents were in favour of this option.

Option 2: retain the two polling districts and have two polling places, Devonvale Hall and the Ben Cleuch Centre. One individual respondent was in favour of this option. It was also supported by Tillicoutry, Coalnaughton and Devonside Community Council as part of their submission, however their preferred option is number 3 below.

Option 3: create three polling districts for Tillicoutry served by three polling places, Devonvale Hall, the Ben Cleuch Centre and the Centenary Hall.

Option 1 provides the accommodation necessary to serve all the voters of Tillicoutry and maintain the integrity of the poll.

Options 2 & 3 would involve closing the Ben Cleuch Centre to service users as this would be the only way to ensure the integrity of the poll. In addition for option 3, the use of the Centenary Hall as a polling place would not be suitable, due to difficult access to the building and the limited on-street parking.

In light of the above, the proposal for Tillicoultry is merge the two polling districts into one and have one polling place, Devonvale Hall. This will ensure sufficient capacity for voters and consequently maintain the integrity of the poll.

#### 4.3 Sauchie

The current scheme provides for the following two polling districts and polling places:

OC355	Sauchie & Coalsnaughton Parish Church Hall
OC360	Sauchie Hall

Issues with the current arrangements are:

Some concerns were raised about the suitability of Sauchie & Coalsnaughton Parish Church Hall as a polling place. The disabled access is to the rear side of the building and there can be disruption if the church is being used on the day of the poll.

Representations have been received as follows regarding Sauchie: six submissions were made supporting three options.

Option 1: create one polling district for Sauchie and have one polling place, Sauchie Hall. Two individual respondents were in favour of this option.

Option 2: retain the current arrangements, two polling districts and two polling places. This option was favoured by both the Sauchie & Fishcross Community Council and Sauchie Community Group and one individual respondent.

Option 3: retain the current polling places, but with one minor adjustment to polling district OC360. Move the boundary of polling district OC363 (Whins Resource Centre, Alloa) to include those voters in Quarry Place, Sauchie. This option was favoured by joint respondents.

The issues raised are minor and can be managed. No representations were made by those living in Quarry Place in support of Option 3.

In light of the above, the proposal is to continue with the current arrangements, two polling districts and two polling places, Sauchie Hall and Sauchie & Coalsnaughton Parish Church Hall.

#### 4.4 Alloa

The current scheme provides for the following three polling districts and polling places:

OC465	Alloa's Old People Welfare Club
OC470	Alloa North Church Hall
OC475 & OC477	Council Offices, Mill Street



Issues with the current arrangements are:

Alloa North Church Hall is no longer available as a polling place. The Council offices are barely adequate and the integrity of the poll would be at risk at an election event with a high turnout. The continuing availability of this building is also a concern.

Representations have been received as follows regarding Alloa: Three submissions were made from individuals.

Returning Officer's submission as follows:

Relocate electors in polling district OC470 to Alloa Baptist Church.

Relocate electors in polling district OC475 to Ludgate Church Hall.

Relocate electors in polling district OC477 to St Mungo's RC Parish Church Hall.

One submission was made by an individual in relation to creating a new polling district for the Gavins Road area (currently split between OC 465 & 470) and the siting of a temporary polling place. This had been considered previously in relation to the growing number of voters who would need to attend Alloa North Church Hall, however this has now been negated by the replacement of this hall with Alloa Baptist Church Hall. The respondent also suggested the use of St Mungo's RC Church Hall.

Another submission was made by an individual in relation to creating a new polling district and polling place for the Smithfield Loan area. Our enquiries as to the use of suitable accommodation in this area have proven fruitless.

In light of the above, the proposal is to relocate electors to Alloa Baptist Church Hall, Ludgate Church Hall and St Mungo's RC Church Hall.

#### 4.5 Forestmill & Clackmannan

The current scheme provides for the following two polling districts and polling places:

OC 595	Forestmill
OC 597	Clackmannan Town Hall

The issue with the current arrangements is:

Loganlea Coffee Shop is under new management and we have not managed to obtain confirmation that it will be made available.

Representations have been received as follows regarding Forestmill: One submission was made by the Returning Officer.

Relocate electors in polling district OC595 (Forestmill) to Clackmannan Town Hall. This building can easily accommodate the small increase in voter numbers.

In light of the above, the proposal is to relocate the electors at Forestmill to Clackmannan Town Hall.

## 5.0 Sustainability Implications

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

## 6.0 Resource Implications

### 6.1 Financial Details

There are no financial implications.

### 6.2 Staffing

There are no staffing implications.

## 7.0 Exempt Reports

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

## 8.0 Declarations

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

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

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

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

## 9.0 Equalities Impact

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

## 10.0 Legality

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

## 11.0 Appendices

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

Appendix I - Summary of proposed polling districts and polling places

## 12.0 Background Papers

- 12.1 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 ☐

Responses to the consultation

<http://www.clacksweb.org.uk/council/pollplacereview3/>

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Andrew Hunter	Senior Governance Office	2111

### Approved by

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



## Summary of Proposed Polling Districts and Polling Places

Below is a summary of the proposals

Proposed Polling Place	Polling District	Comments
Dumyat Centre, Main St, Menstrie	OC105	No change to current arrangements
Tullibody Civic Centre, Abercromby Place, Tullibody	OC120	Polling place to serve all of the electorate at Tullibody
Cochrane Hall, West Stirling Street, Alva	OC230	No change to current arrangements
St John Vianney's Church Hall, East Stirling Street, Alva	OC235	No change to current arrangements
Devonvale Hall, Moss Road, Tillicoultry	OC240	Polling Place to serve all of the electorate at Tillicoultry
Coalsnaughton Village Hall, Main Street, Coalsnaughton	OC245	No change to current arrangements
The Ochilview, Alloa Road, Fishcross	OC350	No change to current arrangements
Sauchie & Coalsnaughton Church Hall, Main Street, Sauchie	OC355	No change to current arrangements
Sauchie Hall, Mar Place, Sauchie	OC360	No change to current arrangements
Whins Resource Centre, The Whins, Alloa	OC363	No change to current arrangements
Alloa Old Peoples Welfare Club Hall, Erskine Street, Alloa	OC465	No change to current arrangements
Alloa Baptist Church Hall, Ludgate, Alloa	OC470	Alloa North Church Hall no longer available
Ludgate Church Hall, Ludgate, Alloa	OC475	Discontinue use of the Council Offices in Mill Street
St Mungo's RC Church Hall, Mar Street, Alloa	OC477	Discontinue use of the Council Offices in Mill
Bowmar Community Centre, Scott Crescent, Alloa	OC480	No change to current arrangements

<b>Proposed Polling Place</b>	<b>Polling District</b>	<b>Comments</b>
Hawkhill Community Centre, Hillcrest Drive, Alloa	OC485	No change to current arrangements
Coronation Hall, Muckhart	OC590	No change to current arrangements
Dollar Civic Centre, Park Place, Dollar	OC593	No change to current arrangements
Clackmannan Town Hall, Main Street, Clackmannan	OC595 & OC597	Polling place to serve electors at Forestmill as well as Clackmannan, as Loganlea Tea/Coffee Shop no longer available

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**Report to Clackmannanshire Council**

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**Date of Meeting: 19 December 2013**

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**Subject: Making Clackmannanshire Better - Update**

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**Report by: Chief Executive**

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**1.0 Purpose**

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

**2.0 Recommendations**

It is recommended that Council:

- 2.1. Notes progress made since the last update report; and
- 2.2. Notes the planned activity in the coming months.

**3.0 Considerations**

- 3.1. The last update on the MCB programme was considered by Council on 24 October 2013. The focus of that paper was updating Council on progress within Workstream 1 and Workstream 5 of the programme.

- 3.2. Since then, activity has focused on further progressing the key priority activities within:

- Workstream 1 - Making It Happen (The Tullibody Pilot);
- Workstream 5 - Making Our Organisation Stronger;
- and reviewing and refining details of initiatives proposed within:
  - Workstream 2 - Focusing on Prevention & Early Intervention (for Better Outcomes)
  - Workstream 3 - Developing Integrated & Sustainable Services
  - Workstream 4 - Making Best Use of Assets & Resources

Key developments are explained in more detail in the rest of this report.

- 3.3. **Workstream 1** - The Tullibody Pilot continues to evolve through Phase 2. Key focus has been concentrated on regular engagement with the community

stakeholder group. The objective has been to agree priority areas highlighted in their Community Action Plan which the project working group can support the community in progressing.

- 3.3.1. Meetings have been taking place on a bi-weekly basis over the past few months to develop closer partnership working. The meetings format and schedules have evolved during this time. A two hour meeting will now take place on a monthly basis, with an Elected Member for Ward 1 being invited to attend. Meeting/Action Notes will be issued after each monthly meeting and in between meetings, an electronic progress update is to be provided. Relations continue to develop though there remain points of difference on approach and expectation that are being worked through by all.
- 3.3.2. A schedule of ongoing meetings for January to March 2014 will be set up with the community stakeholder group through to project end. These will facilitate ongoing planned engagement and offer a regular forum for collective discussion, update on progress and agreement on how to proceed.
- 3.3.3. The internal data mapping is being further refined through engagement with Alliance partners, and specialist service areas. This will allow the data to be utilised as evidence of required focus on key areas where prevention and early intervention can be enhanced, in conjunction with the development of options for new service delivery models.
- 3.3.4. Through December, January when Phase 2 is scheduled for completion, the focus will be on:
  - progressing further agreed key priority elements of the Community Action Plan, in conjunction with the community stakeholder group to build relations and sense of common purpose;
  - the identification of potential external funding streams, where appropriate to support this work;
  - formulation of proposed options for service delivery models, lessons learned and recommendations to feed into Phase 3;
  - planning for the proposed publicity event to launch the Tullibody Pilot to the wider community - proposed date February 2014.
- 3.4. **Workstreams 2, 3 & 4** - The initiatives identified within these workstreams under the MCB banner have been refined and reduced in number from over 70, to less than 40, key pieces of work. This is to ensure that the focus will be on those initiatives which will deliver substantial cost savings, or contribute to reconfiguration of models for service delivery that will enable more integrated working and shifting the balance of resources to prevention, over the next three to five years..
- 3.5. The initiatives within these workstreams have been defined in conjunction with the relevant service area to clarify key responsible individuals, and provide a synopsis to describe what the initiative is seeking to address/deliver, and time-frames for delivery. Following this a project overview document has been drafted, see Appendix 1, which brings all aspects of the programme, including rationale together in one place.



3.6. **Workstream 5** - continues to make good progress. The previously noted key priorities of Organisational Values, Competency Framework and Leadership & Management Development initiatives, are being developed and progressing in parallel.

3.6.1. In particular, positive progress has been made in relation to the Leadership and Management Development Programme - tender submissions have been assessed and evaluated. Several high quality, reputable suppliers have been chosen to support the Council in delivering the programme under a 'preferred supplier' arrangement. The project remains on track to deliver a contract start date of December 2013. Thereafter, officers will work closely with the selected suppliers to finalise the content and scheduling of the programme, with a view to commencing delivery early in 2014.

3.6.2. Other key pieces of work which are related to, or captured for visibility under Workstream 5 of MCB, have progressed as follows:

- The People Strategy, and Communications & Marketing Strategy, both of which underpin Workstream 5, were approved by Council on 24 October 2013.
- The Job Families Pilot was completed within Business Support in October 2013, with a report evaluating the pilot and detailing recommendations for progressing this piece of work more widely presented to CMT.
- Staff and Trade Union consultation regarding proposed changes to Terms & Conditions (as part of the overall budget process) took place in November and early December.
- The Council's Employee Survey was issued to all staff on 25 November 2013. Additional questions were added for 2013 relating to staff perceptions of communication and engagement, with opportunities for staff to comment on current approaches, and offer suggestions for improvement/s. These questions were added with the intention of feeding in to the Employee Engagement & Recognition project, which seeks to improve the organisation's overall approach to engaging and consulting with staff.
- In relation to ways of working, progress has been made reviewing best practice across the public, private and third sectors. This includes obtaining example benefits realisation models, policy documentation and staff promotional material.
- An initial mapping exercise is underway to review corporate improvement approaches, identifying duplication and overlap between existing approaches including the Clacks Improvement Model (CIM), Annual Governance Statement process, and Customer Service Excellence (CSE).

3.6.3. The focus for this workstream over the next few months will be to:

- finalise the detailed design and delivery plan for the Leadership & Management Development Programme in conjunction with the

successful provider/s, with delivery of the programme commencing in early 2014;

- review the Council's organisational values, with input from a cross-functional working group of employees;
- develop the approach to achieve an more integrated and robust competency framework, clearly reflecting the organisational values through the core (behavioural) competencies, developing clearly defined management competencies, and considering the potential inclusion of technical competencies;
- increased focus on developing channels and processes for employee engagement to support a positive and inclusive organisational culture.

3.7. A launch, with Alliance partners, for the Single Outcome Agreement, incorporating, Making Clackmannanshire Better, took place on Friday 6 December 2013 at Forth Valley College, Alloa campus. This event dovetailed with the Alliance meeting scheduled on the same day. The purpose of the launch was to give each Alliance partner the opportunity to present to the other member partners, and a wider Clackmannanshire audience, how they are delivering on their commitments laid out in the SOA, through closer partnership working and new approaches to service delivery.

3.8. As indicated in the previous Council report, it is proposed to hold a Tullibody-based publicity event to highlight partnership working developments achieved through the Tullibody Pilot, and offer a platform to showcase progress on delivery of the Community Action Plan (CAP) for the Tullibody area. This is being scheduled to take place in early 2014, with Sir Harry Burns as guest speaker.

3.9. MCB programme communications have been further progressed:

- development of marketing materials, e.g. a series of branded pull-up banners with impactful images taken of local communities for use at events such as the public consultations on the Budget 2014/15. These banners serve to illustrate how Making Clackmannanshire Better is seeking to deliver Better Services, Better Opportunities and Better Communities for the people of Clackmannanshire;
- a dedicated MCB web-page for ClacksWeb, launched at the time of the SOA & MCB launch event;
- social media to highlight the launch event, and to enhance wider awareness of MCB across the community;
- Frequently Asked Questions in relation to Making Clackmannanshire Better published on CONNECT and ClacksWeb;

3.10. There are no direct financial implications arising from this report.

## **Conclusions**

- 3.11. The Making Clackmannanshire Better Programme continues to make progress, albeit further resourcing requirements still need to be identified in due course to ensure required capability and capacity for delivery.

Workstreams 1 and 5 will continue to build momentum as inter-dependencies are further identified. This will enable a critical path for delivery to be established, and highlight progress of key milestones and development of the key priority initiatives.

Processes for ongoing visibility of work planned for, or already being carried out within, Workstreams 2, 3 and 4 will be developed further over the coming months to ensure that visibility and monitoring of progress can be established.

Work on establishing anticipated cost and other benefits to be derived from delivery of each initiative is ongoing, and reporting will be enhanced over the next few months to reflect greater clarity around cost savings to be realised.

#### **4.0 Sustainability Implications**

- 4.1. There are no direct implications arising 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 - no direct implications arising 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	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input checked="" type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>

Substance misuse and its effects are reduced	<input checked="" type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

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

**8.0 Equalities Impact**

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

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 ☒

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Head of Strategy & Customer Services	2127

**Approved by**

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

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**Report to Clackmannanshire Council**

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**Date of Meeting: 19 December 2013**

---

**Subject: Early Years Collaborative**

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**Report by: Chief Executive**

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**1.0 Purpose**

- 1.1. The purpose of this report to bring Council up to date with the Council's and Clackmannanshire Alliance's involvement in the Early Years Collaborative (EYC) which was launched in January this year.

**2.0 Recommendations**

- 2.1. It is recommended that Council notes the Council's and the Alliance's engagement in the Early Years Collaborative and the positive impact of that engagement to date.

**3.0 Considerations**

- 3.1. A delegation from Clackmannanshire Council and the Clackmannanshire Alliance, along with 750 people from all 32 community planning partnerships in Scotland, attended the start of the Early Years Collaborative in January this year.
- 3.2. Further to that launch, the local partnership agreed a number of practical actions under three workstreams which were intended to effect a positive impact on the achievement of a range of outcomes for children and families.
- 3.3. The three workstreams are:
- 1) Conception to 1Year which aims to ensure that women experience positive pregnancies which results in the birth of more healthy babies;
  - 2) 1 year to 30 months which aims to ensure that 85% of all children within each Community Planning Partnership have reached all the expected developmental milestones at the time of the child's 27-30 month child health reviews;
  - 3) 30 months to starting Primary School which aims to ensure that 90% of all children within each Community Planning Partnership have reached all the expected developmental milestones at the time of the child starts primary school.

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

#### **4.0 Considerations - Clackmannanshire Activities & Impacts (May-Oct)**

- 4.1. The session of the EYC are attended by a number of representatives of Alliance partners, including the Council, NHS Forth Valley, Police Scotland and the voluntary sector.
- 4.2. The activities which have been taken forward from January under each workstream include:

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

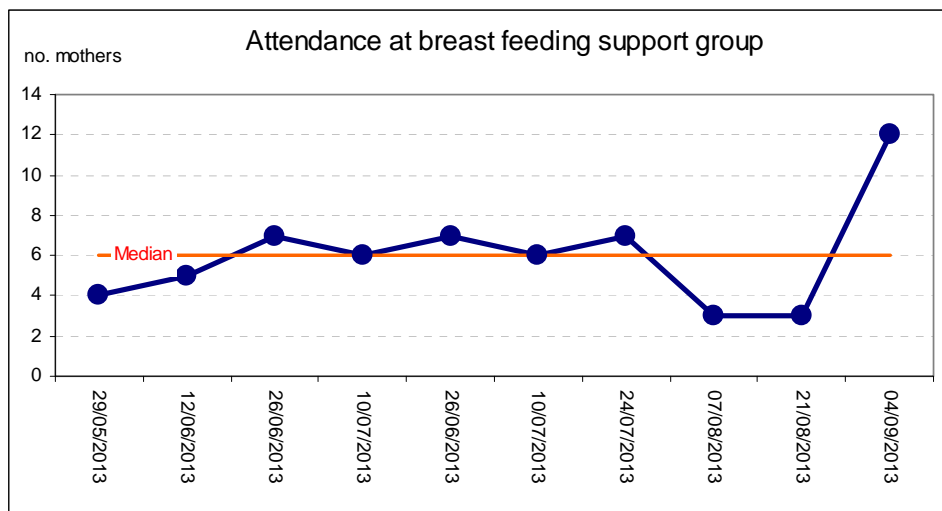
**Workstream 2** - aim - to increase the uptake of healthy start vitamins at Alva Medical Practice and Tullibody Health Centre.

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

**Workstream 4** - aim - raise awareness of the EYC and encourage buy in. Specific actions included: article in Grapevine, development of section on Clacksweb, media release on the EYC and local developments

- 4.3. The test to increase uptake of healthy start vitamins has been particularly successful in the above mentioned trial areas. The EYC methodology looks to 'scale-up' successes as confidence builds in tests. As a result, this particular test has been now been 'scaled-up' and rolled out across the whole of Clackmannanshire.
- 4.4. Another test that is reaping rewards is one looking to improve attendance at breast feeding support groups. This tracks number of mums attending the breastfeeding support group at Clackmannanshire Community Health Centre. The health visitor has been promoting the group by putting up posters, asking

maternity services to make new mums aware of the group etc. Figure 1 illustrates progress made.



**Figure 1**

- 4.5. A further successful test is illustrated at Figure 2. This test tracks the proportion of women who are booked into maternity services by their 12th week of pregnancy. If women are booked in early, the health outcomes for their child improves because midwives can give advice on vitamin intake, healthy eating, smoking cessation and can identify drug/ alcohol problems. Maternity services at Forth Valley Royal have introduced several initiative to increase the likelihood of early booking in e.g. they have run a campaign to let mums to be know that they can book straight into hospital services without the need for GP referral, they have put posters in pharmacies and they have made improvements to their booking in telephone line.
- 4.6. There are also a number of new tests which are being trialled and for which data is not yet available. These are;
- Sports development and Alva Nursery School - a sports development worker is testing children in Nursery on their readiness for school. Simple exercises can be introduced for children who lack coordination skills, concentration skills etc
  - Value of children receiving a bedtime story - this is being run through the family centre and staff are encouraging parents who would not normally read to their children to introduce a bedtime story. Parents and children are being assessed for improved bonding, attachment etc.
  - Speech and language therapy and use of dummies - dummies can reduce a child's communication skills and speech pronunciation. The speech and language therapist is raising awareness and tracking results

# Early Years Collaborative Clackmannanshire Oct 2013

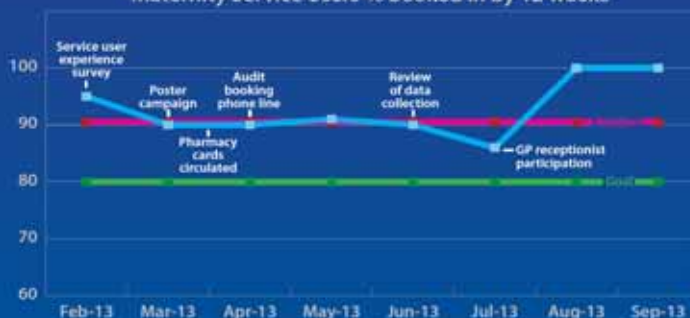
## Workstream1

### Aim

At least 80% of pregnant women will have been booked for antenatal care by the 12th week of pregnancy by December 2013 ensuring improvements in breast feeding rates and other important health behaviours



Maternity Service Users % Booked in by 12 weeks



## Insights

- Maternity booking process required further development
- Public awareness of direct access to maternity services
- Staff engagement in EYC process
- Collaboration with all practitioners
- Benefits of partnership working to progress tests of change

## Our Learning

- How to use the PDSA tool for quality improvement
- Gaining insight into the impact of change for all
- Learning from PDSA process
- Improved understanding of the role of partner agencies within Early Years

## Next Steps

Next we will be testing...

- A new data collection process
- Increase stretch aim to 85% of pregnant women booked by 12 weeks gestation
- Update health care colleagues following LS3

**Chief Executive Perspective**  
The importance of the early years collaborative

The Early Years Collaborative was set up before the summer of 2012 around 2000 women from across local authority and in Scotland spending less than 10% of the £100 million budget. The collaborative was set up to ensure the highest quality of care for children and young people, and to ensure that the collaborative was able to deliver the best possible outcomes for children and young people.

The collaborative is a partnership between the local authority and the NHS, and it is a partnership that is working to ensure the best possible outcomes for children and young people. The collaborative is a partnership that is working to ensure the best possible outcomes for children and young people.

As featured in Grapevine employees' magazine Aug 13

## Our Tips

- Continue to keep tests of change small and manageable
- PDSA reports /progress
- Develop/update an action plan to progress work
- Continue to support colleagues



Figure 2



- 4.7. A key theme of the EYC event in October was moving to the next stage by 'scaling up' test of change. As mentioned above, this process has already begun in Clackmannanshire, and will continue to develop over time.
- 4.8. To build capacity for 'scaling-up' senior officers involved in Workstream 4 - Leadership, are considering a number of possible developments, including:
- executive walkabouts - where senior leaders, from across the Alliance, and elected members would visit practitioners on site to learn more about tests of change and acknowledge and encourage staff to continue with their good work;
  - provide learning and development in the EYC methodology to a wider group of practitioners in Clackmannanshire, including council, health and third sector staff. This could be tied in to the Making Clackmannanshire Better pilot in Tullibody;
  - increased service user and stakeholder involvement and awareness.

## **Conclusions**

- 4.9. The Early Years Collaborative continues to be a positive experience for Clackmannanshire. Changes in practice are showing direct benefits which should see improved outcomes in the course of time. The next challenge for leaders is to start to scale up the use of the methodology in a sustainable and manageable way. The next national EYC session is scheduled for the end of January 2014, when further progress will be reported by each community planning partnership.

## **5.0 Sustainability Implications**

- 5.1. There are no direct sustainability implications arising from this report.

## **6.0 Resource Implications**

### *6.1. Financial Details*

- 6.2. There are no direct financial implications arising from this report.

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

- 6.4. *Staffing - there are no direct staffing implications arising from this report.*

## **7.0 Exempt Reports**

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

## **8.0 Declarations**

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

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

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

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

## 9.0 Equalities Impact

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

Yes ☐ No ☒

## 10.0 Legality

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

## 11.0 Appendices

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

## 12.0 Background Papers

12.1 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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### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	Signed: S Crickmar
Elaine McPherson	Chief Executive	Signed: E McPherson

---

**Report to Clackmannanshire Council**

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**Date of Meeting: 19 December 2013**

---

**Subject: Information, Libraries and Learning Strategy 2013 - 2017**

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**Report by: Customer Services Manager**

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**1.0 Purpose**

- 1.1. The purpose of this report is to present the Information, Libraries and Learning Strategy for approval. The strategy covers the 4-year period from 2013 to 2017.

**2.0 Recommendations**

- 2.1. It is recommended that Council:
- a) approves the Information, Libraries and Learning Strategy 2013-2017 at appendix 1
  - b) agrees that progress is monitored annually thereafter by the Education, Sport & Leisure Committee.

**3.0 Considerations**

- 3.1. Libraries are at the heart of our communities, providing citizens of all ages with free and easy access to reading material, internet access and public computers, as well as information, local public services and learning sources. Libraries are however much more than simply a place for books, they are increasingly being developed as places for relaxation, fun, learning and a space in the community to connect with friends.
- 3.2. The context for information and library services has never been more complex, with fast moving changes in user demands and expectations, and a higher proportion of books and resources being created and accessed digitally. The library service must embrace these challenges and opportunities or else be seen as not fit for purpose in a modern technological age.
- 3.3. Traditional library book borrowing is declining on a UK and Scotland-wide basis. Customers are finding information by means other than books, essentially through search engines and other websites. Publishing is changing the way books are produced, read, borrowed and bought. Electronic books are growing rapidly in popularity.
- 3.4. This strategy outlines the issues, opportunities and means by which we will embrace the changing needs of users in 2013 and beyond.

## **Main Issues.**

- 3.5. There are currently eight public libraries in Clackmannanshire. Opening hours vary, with a combination of full time and part time hours, based on historical arrangements. Library services are also delivered in a number of community facilities and in people's homes by our housebound service. In addition, there are excellent library facilities within each of our 3 community schools.
- 3.6. There has been a 25% reduction in the number of books issued in the last 2 years within public libraries.
- 3.7. Library usage varies significantly across Clackmannanshire. Alloa is by far the busiest office for book issues (53% of total issues), followed by Tillicoultry (12%), Alva (10%), Dollar (8%), Menstrie (6%), Sauchie (4%), Tullibody (4%) and Clackmannan (3%).
- 3.8. Current low usage of assets combined with sharply declining demand necessitates a fundamental rethink on the nature and uses of our libraries. The status quo is not a realistic option. Furthermore, there are also significant policy imperatives as described in the SOA 2013-23 that need to be addressed. These include adult literacies concerned with parenting, employment and employability, income, health and healthy living, culture and heritage and community learning and regeneration.
- 3.9. Of course, these structural shifts come at a time of acute financial pressure. It is essential therefore that we make more effective use of our resources. As such, the key thrust of this strategy is a shift away from traditional libraries to community learning resources, where individual and community learning can be more closely aligned with changing needs and preferences.
- 3.10. The 3 key strategy aims therefore are:
  - Improve adult literacies and learning in Clackmannanshire
  - Increase usage of community learning resources and boost economic and community regeneration and learning
  - Develop a core infrastructure that is sufficiently flexible to support different customer needs and changing demand
- 3.11. A number of improvements are included in the strategy that will improve our capacity to deliver better outcomes, including:
  - Re-launch of the refurbished Speirs Centre in May 2014, providing integrated, local public services and the launch of a new Local and Family History Centre
  - Migration to a new Library Management System (called Evergreen)
  - Introduction of ebooks
  - Launch of a new and improved Library website - Clackmannanshire Digital Library by end 2013
  - Introduction of smart technologies to improve the customer experience such as Wi-Fi, self issue kiosks, further digitisation of local archives, local

history, local newspaper and museum collection within ClacksPast, and the launch of a new Local and Family History Centre

- Improved learning opportunities and classes, and working with key partner agencies to facilitate better access to information and advice services
- An expanded number of cultural and learning events and activities delivered in partnerships with local individuals and community groups

#### **4.0 Conclusion**

- 4.1. This Information, Libraries and Learning Strategy sets out a way ahead for delivering a modern library and adult learning service fit for the 21st century.
- 4.2. With significant pressures on public spending, the strategy supports the continued delivery of local libraries in some form within local communities, but within the context of a broader operating model encompassing person-centred information and support to improve literacies.
- 4.3. It actively promotes the introduction of new technologies and new methods of accessing library materials, including ebooks and online web services.
- 4.4. The strategy will be reviewed annually and, into the future, be shaped by the changing context and needs of local people.

#### **5.0 Sustainability Implications**

- 5.1. This strategy aims to ensure that the organisation remains viable and sustainable in the future.

#### **6.0 Resource Implications**

- 6.1. *Financial Details* - spend implications for 2013/14 are budgeted for by the service. Potential developments beyond 2013/14 will be included in the context of Making Clackmannanshire Better programme.
- 6.2. *Staffing* - no specific implications for the establishment though a broadening of skills may be required in due course.

#### **7.0 Exempt Reports**

- 7.1. Is this report exempt? No

#### **8.0 Declarations**

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

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

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
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(2) **Council Policies** (Please detail)

**9.0 Equalities Impact**

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

Yes ☒ No ☐

**10.0 Legality**

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

**11.0 Appendices**

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

Appendix 1: Information, Libraries and Learning Strategy 2013 - 2017

**12.0 Background Papers**

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

No

**Author(s)**

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**Approved by**

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



**Making Clackmannanshire Better**



**Clackmannanshire  
Council**

[www.clacksweb.org.uk](http://www.clacksweb.org.uk)

**Better Services**

**Better Opportunities**

**Better Communities**

**Information, Libraries  
and Learning Strategy  
2013-2017**

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## **Foreword**

Making Clackmannanshire Better is about providing better access to opportunities for life-long learning that will help people and communities realise their full potential in life.

People no longer go into libraries simply to find a book. Libraries in Clackmannanshire and elsewhere are having to re-invent themselves as places to go to relax, have fun, read a newspaper, access the internet, meet friends, improve literacy skills, participate in events, transact with public services, find out about community groups, volunteer - the list is endless.

Through implementing this Strategy, we are aiming to achieve:

1. Improved access to information, learning and library services delivered through modern, fit-for-purpose community resources.
2. Improvements in community and personal development.
3. Improved literacy and digital skills in our communities.
4. Increased usage of learning & cultural services by introducing new services, local events and activities and improved marketing.
5. Sustainable operating costs through better use of resources and assets.

This document provides a framework to encourage and support our communities to access local information and learning resources helping everyone realise their full potential.

Elaine McPherson  
Chief Executive

December 2013





## **1. INTRODUCTION & CONTEXT**

This document defines Clackmannanshire Council's Information, Libraries and Learning Strategy. The strategy contributes to Clackmannanshire's Single Outcome Agreement and has been informed by reviewing current service delivery in Clackmannanshire, incorporates good practice from other local authorities in relation to learning & library services, builds on feedback from users and staff, and considers how changes in the way people access books and digital content will impact on the Council's library service in future.

### **1.1 Introduction**

Clackmannanshire libraries are often at the heart of our communities, providing citizens of all ages with free and easy access to reading material, internet access and public computers, as well as information, local public services and learning sources. Libraries are however much more than simply a place for books, they are increasingly being developed as places for relaxation, fun, learning and a space in the community to connect with friends.

The context for library services has never been more complex, with fast moving change in user demands and expectations and a higher proportion of books and resources now being created and accessed digitally, rather than in print. The service must embrace these challenges and opportunities, or else be seen as not fit for purpose in a modern technological age.

Why bother? In an age of the Internet, cheap books from companies like Amazon and local charity shops, can't people get everything they want elsewhere? The answer is no. Libraries in Clackmannanshire shouldn't just be about books – they should be a focal point for personal and community learning and development - embracing the concept of local community services. Clackmannanshire Council is already relatively advanced in bringing some local public services together. This places us in a strong position to make best use of scarce resources but challenges us to consider the affordability of the model in the longer term, as budgets are increasingly stretched.

### **1.2 Context**

Traditional library book borrowing is declining on a UK and a Scottish-wide basis. Customers are finding information they require by means other than books, essentially through search engines and other websites. Publishing is changing the way books are produced, read, borrowed and bought. Electronic books are growing rapidly in popularity. Amazon announced in August 2012 that they were selling more ebooks than hardbacks and paperbacks combined. The average Kindle owner buys up to four times more books than they did before owning the device. The proportion of sales taken





up by ebooks will continue to increase. There has also been a surge in self publishing, as opposed to distribution through major publishers.

This strategy therefore comes at a time of unprecedented change in information and reading habits at time when there is significant pressures on public sector funding.

We need to work within financial and economic realities, finding cheaper and smarter solutions, making better use of buildings and resources. New models need to be explored. The Information, Library and Learning Strategy forms a future where everyone's contribution – in money, in time, or in kind – is asked for, recognised and appreciated.

We need to consider the use of new operating models such as the use of Community Libraries and volunteers working alongside qualified library staff, typically to help run activities, if we are to deliver what local people are asking for. The book budget is being challenged to maintain a good selection of printed books across eight libraries, whilst trying to provide new content, particularly digital content such as ebooks. We need to ensure that every penny of our budget is spent on improving outcomes for the people of Clackmannanshire, with a particular focus on reducing inequalities.

We need to look fundamentally at what purpose our libraries serve. With demand for traditional print books declining, what outcomes are we looking to deliver from these limited resources? Persistent high levels of employment and education deprivation remain in some Clackmannanshire communities. Health inequalities are stark within our most deprived communities, with higher instances of teenage pregnancies, poor maternal health, smoking and alcohol dependency.

Looking to the future therefore the concept of a library must broaden beyond traditional booking lending and leisure to provide more rounded, person-centred learning environments supporting people and communities to achieve improved outcomes, with an emphasis on reducing inequalities.

Such a shift undoubtedly means that difficult choices lie ahead. This Strategy outlines the issues, opportunities and means by which the service will embrace the changing needs of users in 2013 and beyond, including the refurbishment of the Speirs Centre.

Covering the period from 2013 to 2017, it is intended to be a 'living' document and will be reviewed regularly to reflect local priorities and need.





## **2. CURRENT SERVICE OFFERING**

### **2.1 Statutory Requirements**

The Public Libraries (Scotland) Act 1955 requires local authorities to deliver an adequate library service to everyone who lives, works or studies in the local authority area. This is a broad definition that can be interpreted locally to meet local needs.

### **2.2 Current Offering**

There are currently eight public libraries in Clackmannanshire:

- Alloa Town Centre (interim Speirs Centre)
- Alva Community Access Point
- Clackmannan Community Access Point
- Dollar Community Access Point (Dollar Civic Centre)
- Menstrie Community Access Point / Dumyat Community Centre
- Sauchie Community Access Point
- Tillicoultry Community Hub (Ben Cleuch Centre)
- Tullibody Library (Civic Centre)

Opening hours vary, with a combination of full time and part time hours, based on historical agreements:

<b>Location</b>	<b>No. of opening hours (per week)</b>	<b>% of total opening hours</b>
1. Alloa	54	19%
2. Alva	36.5	13%
3. Clackmannan	31.5	11%
4. Dollar	21.5	8%
5. Menstrie	42.5	15%
6. Sauchie	36.5	13%
7. Tillicoultry	33	12%
8. Tullibody	24.5	9%

Services are also delivered to people who are housebound in their own homes or in care homes, via our Library Housebound Service. This is supported by a small network of volunteers who make home visits, whose support is vital and gratefully acknowledged by the council and users.



Library services are also available in a number of community facilities such as the Bowmar Centre, Alloa Community House, Coalsnaughton Community Cafe, Action for Children "The Big Blue House", Tullibody Healthy Living Initiative and Hawkhill Community Centre, providing books as and when required. Consideration of further extending the 'Community Library' model, in consultation with service users, therefore could improve access to the library service.

The public library service is supported by a small headquarters function, responsible for the professional guidance, procurement, cataloguing and distribution of library stock around all local libraries. Headquarters staff also provide support to the school library service, undertake educational visits, arrange a programme of events and activities such as author visits, organise public and staff reading development groups.

Separate to our public library provision, there are school library services, with excellent modern facilities in the 3 community academies, staffed by qualified librarians, and managed locally by Head Teachers. All are in relatively close proximity to existing public libraries.

## **2.3 Libraries Usage**

The overall usage of local libraries can be assessed by analysing:

- Number of book issues
- Usage of public computers
- Overall number of people visiting each office

### **2.3.1 Book Issues**

Figure 1 shows the number of books issued over the last 3 years. Figure 2 shows the breakdown of issues by location.

In terms of book issues in 2012/13, Alloa is by far the busiest office (53% of total book issues), followed by Tillicoultry (12%), Alva (10%), Dollar (8%), Menstrie (6%), Sauchie (4%), Tullibody (4%) and Clackmannan (3%). This demonstrates a significant variation in book issues across the county.

Overall there has been a **25% reduction** in the number of books issued by Clackmannanshire libraries in the last 2 years. This trend is not dissimilar to reductions experienced in many other local authorities.





Figure 1 - Book Issues in last 3 years

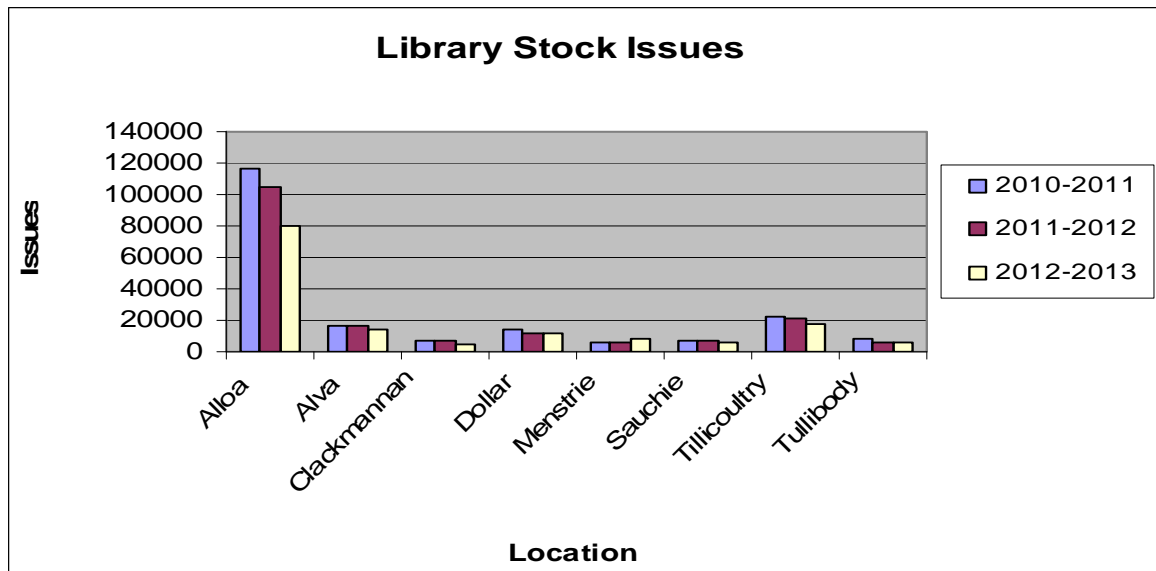
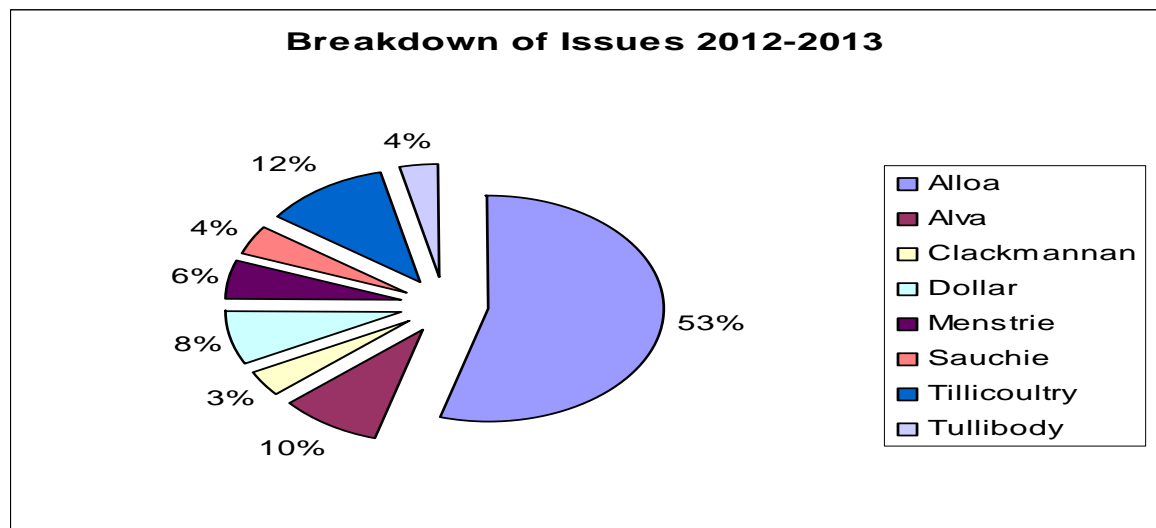


Figure 2 - Breakdown of Book Issues by location





### 2.3.2 Usage of Public Computers

Figures 3 and 4 shows the usage of public computers in local libraries. Alloa is by far the busiest office for computer users (56%), followed by Sauchie (10%), Menstrie (10%) and Alva (8%). Dollar (2%) has the lowest use of public computers.

Figure 3 - Usage of public computers in last 3 years

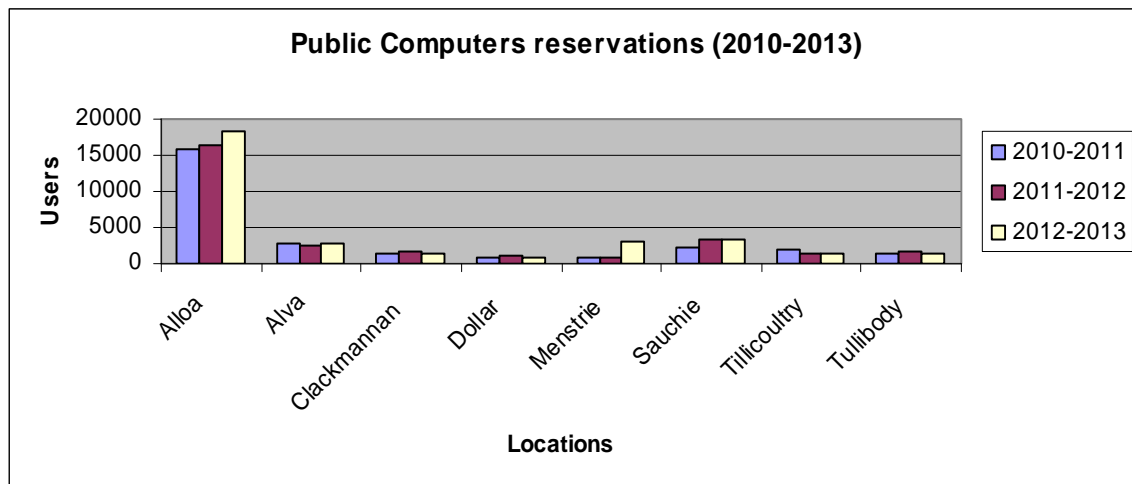
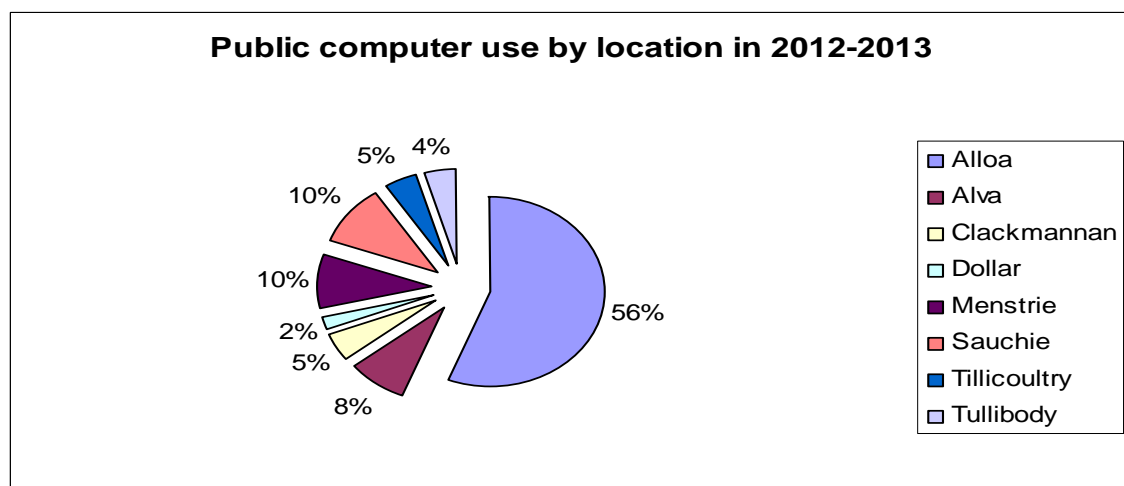


Figure 4 - Computer usage by location in 2012/13



### 2.3.3 Number of people visiting each office

Figure 5 shows the number of people visiting each office, recorded by an automatic counter at the front door. Some of the local offices are co-located with leisure facilities (Menstrie, Dollar and Tillicoultry) and provide other council services such as payments and council enquiries, therefore these figures are not a true reflection on the number of library customers alone.

It does demonstrate however that there is an ongoing reduction in footfall in almost all local offices.

Figure 5 - Customer footfall in last 3 years

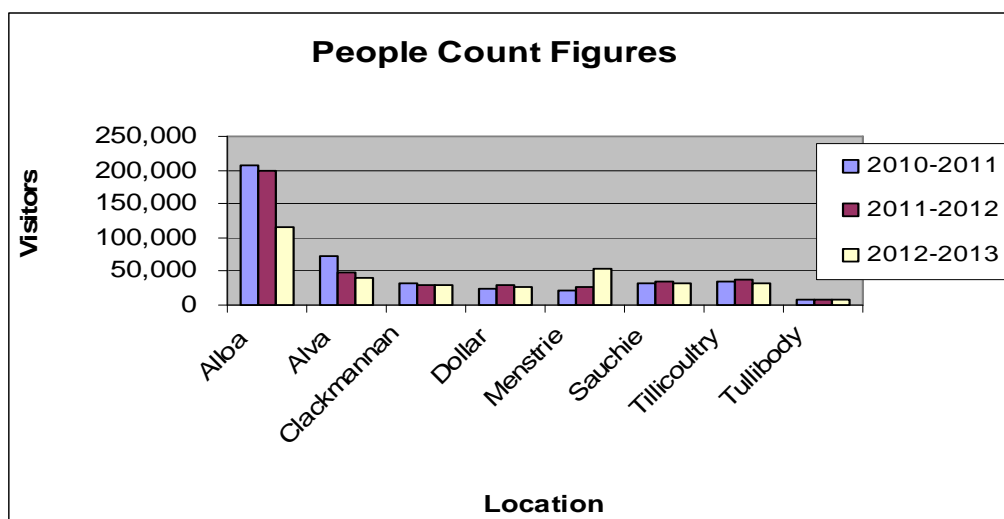
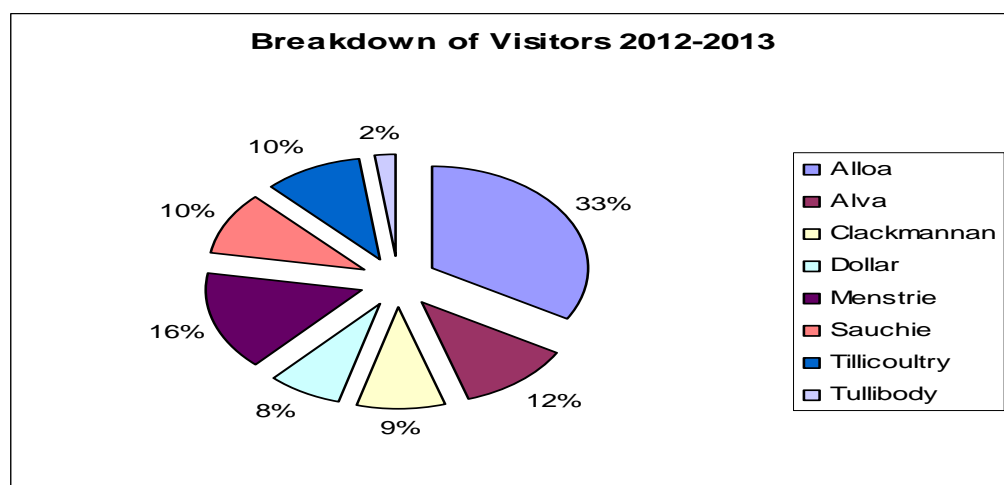


Figure 6 - Breakdown of footfall in 2012/13



At £1.41 per visit, Clackmannanshire Council has the lowest cost per visit than any other local authority in Scotland.



## **2.4 What Our Customers Say**

User consultation used to inform this Strategy, provided a number of key messages, summarised as follows:

- Current users value the library service
- Main use of library is currently for books or public internet computers
- Customer satisfaction levels are high
- Libraries are increasingly seen as places to relax, read a newspaper or magazine, have a coffee, a meeting space, access learning, participate in reading groups or other events
- Customers like the concept of all council services being under one roof i.e. a 'one stop shop' including making payments, bookings and other council enquiries
- Until recently, some of the libraries were seen as outdated and in need of refurbishment, particularly the old Alloa Library in Drysdale Street and the old Tillicoultry Library
- Library stock needs improved in certain areas, for example newer adult stock and talking books. Book stock needs to be changed more frequently
- A number of customers want to see new technologies introduced, particularly downloadable ebooks
- Other new technologies should also be considered such as Wi-Fi access and plasma screens for providing information. Others would like to see electronic games such as Wii/Xbox/PS3 to encourage more young people to use libraries
- Library events and activities are popular, particularly children's storytelling, Rhyme Time and author visits
- Some people are keen on volunteering, for example to help out with storytelling or wider learning



***"The refurbished library in Menstrie is a very good facility, staffed by very helpful staff and a great facility for the whole community."***

***"The Library has always been a source of pleasure to me because I like to read."***

***"I really like what you've done with the interim Speirs facility.... I can't wait to see this building once it's fully refurbished."***

User Feedback from Customer Survey 2012/13



### 3 DRIVERS FOR CHANGE

There are currently many factors affecting the future provision of library and information services in Clackmannanshire including:

- Public sector reform and budget pressures
- Rapid decrease in book lending and increasingly rapid take-up in ebooks
- Competition from online bookshops such as Amazon
- Scottish Library and Information Council, the advisory body responsible for providing leadership and support to the Scottish libraries suggests that Clackmannanshire has too many public libraries and should invest in fewer, high quality facilities
- Need to refocus libraries role in supporting improving literacies in key priority outcomes, including improving health, parenting, income and employment, and enhancing employability
- Opportunities to contribute to economic regeneration and improve community cohesion and pride through better information and marketing of Clackmannanshire's rich cultural heritage
- Higher citizen expectations in terms of ease of access, at more convenient times or 24x7
- Greater demand for new digital content and online resources
- Need to improve the look and feel of some older library buildings, and refocus role in bringing communities and people together
- Need to invest in new and emerging technologies and provide more modern stock to remain relevant to customers - particularly younger people/teenagers
- Opportunities for more partnership working, sharing services and buildings, and making better use of existing modern facilities such as those in schools
- Opportunities presented by refurbishment of Speirs Centre in Alloa Town Centre





## **4 OUR MISSION**

### **4.1 Mission**

***"Deliver modern and accessible information, library and learning opportunities that help people and communities realise their full potential in life, and that promotes the rich cultural heritage of Clackmannanshire."***

### **4.2 Principles**

We want community learning resources to have a central, creative and dynamic role at the heart of Clackmannanshire's communities. We want to provide community spaces where people can find information, support learning and personal development, foster reading habits, explore the cultural heritage of the area and get involved in events and activities - all in a safe, welcoming and modern environment.

Libraries are a valued and cherished public space where people can stay and relax in what has been described as The Living Room of the Community. All our community learning resources should be welcoming, with flexible spaces available for a range of uses. Individuals and communities will be encouraged to make maximum use of these learning environments. Within the bounds of affordability we want to provide a range of stimulating and exciting events informed by user need and demand. We will strive for quality of provision whilst trying to balance the many and varied needs of our customers.

Accordingly, our decision-making and actions in relation to the Strategy is underpinned by the following principles:

- **Prevention & Early Intervention:** service design must reflect a decisive shift towards prevention & early intervention setting behaviours early in life. Forming habits early is best, but it's never too late to start learning, therefore, we should work with communities and community groups to raise awareness and tailor responses based on need, both in terms of place, and life stage
- **Community Participation & Problem Solving:** should lie at the heart of service design to ensure need is met
- **Partnership Working:** the totality of all assets should be brought to bear through Partnership Working & Integrated Service Delivery, e.g. those of council, partners, third sector and communities





- **Customer Focus** - recognition that one size doesn't fit all, and that preferences, needs and trends change over time and as people transition through various life stages, therefore flexibility and adaptability will be key
- **Sustainability & Affordability** - solutions must be affordable, stand the test of time and should not result in unsustainable future liabilities, neither for partners nor communities.





## **5 AIMS & OBJECTIVES**

To enable us to implement our Vision, we have identified the following overarching aims.

### **Aims:**

- 1 Improve adult literacies and learning in Clackmannanshire;
- 2 Increase usage of community libraries and community learning resources and boost economic and community regeneration and learning;
- 3 Develop a core infrastructure that is sufficiently flexible to support different customer needs and changing demand.

The next pages explain these aims and set out specific objectives we intend to pursue under each of the aims. A summary of improvement actions is also provided at Appendix 2.



## **5.1 Aim 1: Improve Adult Literacies & Learning in Clackmannanshire**

### **Libraries, Literacy and Learning**

Improving literacy and learning will be an important element of a new operating model. It has never been more important with high unemployment, current educational attainment levels, and employers requiring people to obtain new skills.

At present libraries support people's learning through free access to books and resources, the internet and online information, free computing classes and low cost English for Speakers of Other Languages (ESOL) classes. We also provide adult literacy support on a one to one and group basis. The small team of tutors are ably supported by volunteers who help address people's literacy, numeracy, language and IT skills.

Staff provide basic level courses to anyone who needs the service, with learners given advice on routes to further progression when they finish the basic courses. These routes to progression can take them into further education, employment or volunteering.

Libraries foster people's reading habits from infancy and throughout people's lives. We will continue to promote our Reading Groups to encourage reading for pleasure and to support lifelong learning.

However, libraries in Clackmannanshire will become much more than simply a place for accessing reading materials. We will continue to develop libraries as community learning resources, in partnership with other agencies providing broader information and advice services.



Within the SOA 2013-23 a number of adult and community learning priorities are identified. These include:

- money, debt and income management;
- employment and employability;
- healthy living and healthy lifestyles, including, information on mental health issues
- parenting; and
- community development, regeneration and resilience.



***Improvement Actions:***

- Within the context of community planning, develop an adult learning partnership with all providers in Clackmannanshire, including the third sector, to deliver a more integrated information, advice and learning programme and experience centred around strategic priorities and need.
- Forge deeper partnerships with schools and Forth Valley College to provide further routes to progression for learners.
- Tailor computer classes to target priority areas.
- Increase participation in reading groups throughout Clackmannanshire, and support them with books and advice on how to run a group successfully.
- Develop the volunteer network which supports the work carried out by the Adult Literacy, ICT and ESOL tutors. Seek out more volunteers through events and publicity and provide them with training in their area of support.



## **5.2 Aim 2: Increase usage of community learning resources and boost economic and community regeneration and learning**

### **Resources and Reading Stock**

There are currently 187,000 items of stock in our libraries which is nearly four books for every person living in Clackmannanshire. People read for information, education and recreation and the library service aims to connect our customers with books, ebooks and other resources which are appropriate to their needs.

We will strive to improve the quality of provision whilst trying to balance the many and varied needs of our customers. Library stock will reflect the broad needs of the community, ensuring a balance of online and printed materials. We will develop a book buying strategy that ensures that reading stock at each library is varied, wide-ranging, modern and attractive.

We will use customer feedback to better inform our stock selection. We will set up customer focus groups and use customer feedback to target resources in areas such as children's books, adult stock and talking books, or in a particular library where there is a perceived need.



We currently offer two main online reference works, Newsstand and Britannica Online, but will increase the number and range of electronic reference materials to reflect how our customers are accessing information.

Digital content will be extended, particularly through the digitisation of our local archives, local history, local newspaper and museum collection, providing digital access to the story of Clackmannanshire. Physical collections will be preserved and maintained, with further improvements made in the way local collections are stored and presented.

#### ***Improvement Action:***

- Using new technology, systematically use customer feedback from present and potential users to inform our book buying and learning resource policy.
- Increase the number and range of digital reference material available to meet modern preferences.



- Sustainably expand the use of electronic processing and cataloguing from booksellers, improving efficiency and releasing staff for more customer contact.

## **Events & Activities**

We currently undertake a broad programme of events and activities for all ages such as weekly Book Bug sessions for babies and toddlers, Rhyme Time, storytelling and competitions, Junior events during the school holidays and Author visits.

We want to attract new users to our learning resources and will develop and expand the range of events and activities on offer at local libraries. We will seek new volunteers to help run activities in local libraries.



The service will develop closer links with other council services and organisations aimed at supporting children, families and hard-to-reach groups to ensure that the information, library and learning service supports and complements the work they do.

We will develop a more integrated approach to programmes run in The Ben Cleuch Centre in Tillicoultry and other community learning resources, maximising the links with the mother and toddler groups using that facility, and encouraging children and their families to become more active library users. We will actively encourage individuals and local groups to run events in the refurbished Speirs Centre.

A marketing plan will be developed, in partnership with other council services to make people aware of what's on offer at their local library/community hub.

Customer facing staff and user groups play a key role in raising awareness with the public about what's on offer. We will develop processes to ensure that customers and staff have an active role in the ongoing development of the library and one stop shop service.

### ***Improvement Actions:***

- Develop an annual integrated programme of regular events, learning opportunities and activities offered in community learning hubs.
- Promote and increase participation in community activities within community learning resources.



- Develop a marketing plan to make people aware of what's on offer at local community learning resources.

### **Local Libraries to Community Learning Resources**

A new model of local public service provision needs to develop in Clackmannanshire, with local public services increasingly coming together in one location. The traditional model of stand-alone libraries was replaced in the mid/late 90s by small 'one stop shops' known as Community Access Points. This next phase sees the CAP model further developed to include wider integrated local public services and learning resources.

This approach sees the development of libraries as part of a broader package of services under one roof, providing a seamless service to customers. This makes better use of public buildings and resources, helping reduce operating costs.

These resources will be a gateway for residents and visitors seeking information and advice, access to public services, leisure and learning, culture, employability and jobs, relaxation and fun. They will be used by all age groups and provide opportunities for other public, private and voluntary sector agencies to co-locate with council services to share buildings and services.

The Ben Cleuch Centre was launched in late November 2012, bringing together a modern library, payments and enquiries facility, community spaces for hire, a dedicated space for young people and community space for local events and activities.

This is a start of a process towards integrated community hubs. Moving forwards, further links will be established to identify new opportunities to provide library services alongside other council services and partner agencies.

#### ***Improvement Actions***

- Develop further opportunities to extend the range of learning and information services provided from the Ben Cleuch Centre, Tillicoultry, and all community learning resources, in partnership with other local service providers.
- Increase usage of the Ben Cleuch Centre and other community learning resources by 10% in 2014/15, 5% in 2015/16 and a further 5% in 2016/17.
- Within the context of the Making Clackmannanshire Better programme create opportunities to extend the range of learning and information services provided within all communities





- Review opportunities to further extend the outreach service into communities, with an emphasis on traditional 'hard to reach' groups.



### **New Speirs Centre, Alloa**

The fully refurbished Speirs Centre will open in 2014 providing a modern, state-of-the-art community learning resource in one of Alloa's historic landmarks.

We will equip the Speirs Centre with a range of modern technological features including Wi-Fi access to enable people to connect to the internet from their own mobile devices and tablets, self-service machines for issue/return of books (budget allowing), and access to digital resources and online reference materials.



In May 2013, Council agreed the uses of the Speirs Centre will evolve over time, however in the first instance the Centre is expected to deliver the following core services:

- a modern library facility



- Council / local public service 'one-stop-shop' processing a range of council enquiries, payments, bookings etc
- gateway to information regarding the heritage of Clackmannanshire
- displays and exhibits
- local and family history service
- registration of births, deaths and marriages
- support areas for health and wellbeing
- learning facilities with access to public computers and wifi

***Improvement Actions:***

- Re-launch the refurbished Speirs Centre by May 2014, and create a community and events facility which will be the destination of choice for people coming to Alloa and Clackmannanshire wider.
- Develop a programme of regular events and activities to be held in the refurbished Speirs Centre, encouraging greater usage by the local community.
- Increase usage of the Speirs Centre learning resource by 10% in 2014/15, 5% in 2015/16 and a further 5% in 2016/17.



### **5.3 Aim 3 - Develop a core infrastructure that is sufficiently flexible to support different customer needs and changing demand**

#### **Library Management System**

A new open source library management system called Evergreen has been procured and introduced in May 2013. Evergreen was initially developed by 270 public libraries in the US state of Georgia, using open source software which means the software is free to use, with no annual licence fees. It has now been updated for use in Scottish local government by a consortium of councils.

Evergreen will give users access to a much wider range of material and functionality, and enhance the overall customer experience. It will provide an improved online service offering, allowing, in time, users to join the library, check the catalogue, request and renew books at the click of a mouse.

The introduction of Evergreen allows us to improve internal processes through greater automation. It also provides the opportunity to standardise approaches with Stirling Council, who introduced the Evergreen system earlier in 2012. Using the same library system provides mutual benefit to both organisations making it easier to carry out inter-library loans, staff training and development. The opportunity will also be taken to standardise library policies between both organisations, including fine structures, number of books that can be issued at any time and book borrowing times.

#### ***Improvement Action:***

- Complete the migration to the Evergreen library management system by December 2013 and fully roll-out functionality by the end of 2014.



## Electronic Books (e-books)

An ebook is an electronic version of a traditional printed book that can be read by using a personal computer or an electronic reader such as an Amazon Kindle, iPad, Google Nexus or Sony Reader.

There was a 134% increase in the value of ebook sales in the UK in 2012, with larger increases predicted by end 2013. The growth in ebook consumption is being driven by older readers, particularly those aged 45-54. Just over a quarter of this age group bought an ebook in the six months to March 2012.<sup>1</sup>

An increasing number of public libraries have introduced (or plan to introduce) ebooks. In order to meet growing demand, Clackmannanshire library service will introduce ebooks for our readers in 2013/14.

Ebooks are acquired by entering into a licence agreement, normally with an 'aggregator' who sell ebooks directly to libraries and host the purchased ebooks on their website, accessed via council websites. Customers then log on to the website and download the ebook onto their device. The file automatically disappears from the e-reader at the end of the loan period.



There are a number of technical/non-technical issues still to be ironed out. For example, there are different ebook standards that are often not compatible; Kindle ebooks are not currently available to borrow from UK libraries due to licensing issues; different book publishers partner with different aggregators therefore public libraries can't offer all

commercially available ebooks from a single website. Additionally, users struggle with the concept of ebooks not being in stock and subsequently having to wait for popular ebooks. Key issues are likely to be resolved before we invest heavily in ebooks. We will therefore take a prudent approach initially, with the cost met by shifting procurement from print to ebooks.

### **Improvement Action:**

- Procure and introduce an ebooks solution for Clackmannanshire readers by end 2013.

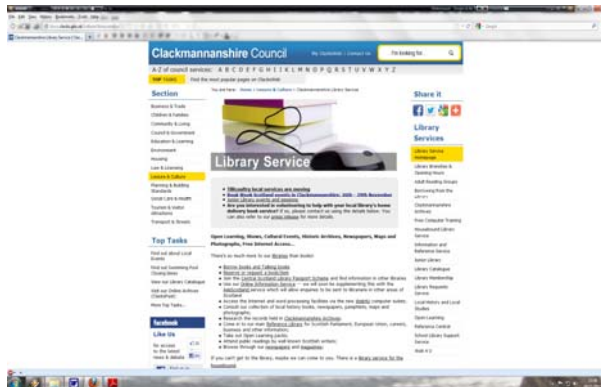
<sup>1</sup> Bowker, May 2012. *Understanding the Digital Consumer*



## Online Services

We aim to encourage more people to access our services online and communicate with us electronically. The cheapest way for us to serve the customer is for the customer to serve themselves. Whilst this brings welcome efficiencies for the council, it is also increasingly becoming customers' preferred method of accessing services.

A new improved website - Clackmannanshire Digital Library - will be developed and launched by end 2013, and thereafter developed, providing access to new learning services and resources.



Users will be able to check their library account, renew and reserve books online without having to leave their home. E-books will be available for immediate download. The digital library will provide access to online catalogues and digital resources.

Users are increasingly using mobile devices and smart phones to access library services, therefore this will become a key access channel in future. A 'My Clacks Library' app will be developed for mobile users, allowing more people to interact and download library information and resources on the move.



Greater use will be made of the Council's Facebook and Twitter social networking sites to raise awareness of what's happening in your local library service.

### **Improvement Actions:**

- Launch a new and improved, interactive website - Clackmannanshire Digital Library by end December 2013, providing 24/7 access to library services and resources.
- Develop and launch a 'My Clacks Library' app for smart phone and mobile users in 2014.



- Actively market Clackmannanshire community learning resources on social networking websites to increase usage and appeal to wider audiences.

## **Technology & Enhancing the Learning Experience**

The rapid increase in new technologies, particularly mobile devices, provides challenges and opportunities to deliver library services in more modern and smarter ways.

Customers expect a high quality customer experience across multiple platforms and access channels - whether via a local library, online, on their smart phone or social media sites.

This Strategy includes a number of technology developments over the next 3 years:



- Wi-Fi access will be introduced in community learning resources.

- Self service machines will be piloted for use in the refurbished Speirs Centre, making borrowing items much easier and faster, giving staff more time to support customer learning needs.

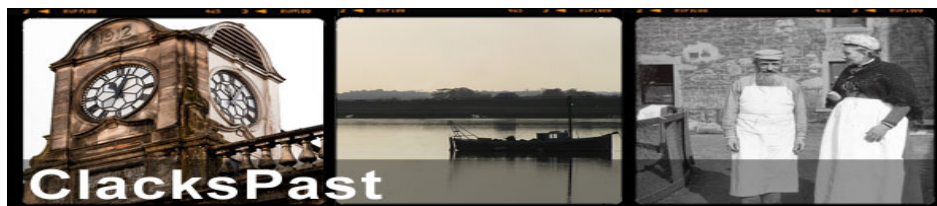


- Access to online digital resources and reference materials will be extended and made available in community learning resources and online.
- Digitisation Strategy - digitisation of local archives, local history, local newspaper and museum collection will improve access to the cultural heritage of the area.
- ClacksPast will be enriched with digital content.
- Launch of new Local and Family History Centre in the Speirs Centre.



***Improvement Actions:***

- Introduce Wi-Fi access in all Clackmannanshire community learning resources
- Implement Digitisation Strategy covering local archives, local history, local newspaper and museum collection, whilst preserving the original items
- Extend digital content in ClacksPast
- Develop a Local and Family History Centre in the refurbished Speirs Centre
- Upgrade/replace public computers in all community learning resources over the 3-year period of this Strategy



**Our Assets**

As is mentioned above, customer usage and demand varies widely across the council area. Clackmannanshire has eight public libraries and a number of outreach library services, and libraries within the school estate. Many libraries are within a mile or so of each other.

Feedback from the Scottish Library and Information Council (SLIC), the advisory body responsible for providing leadership focus and support to the Scottish library and information sector, suggested that Clackmannanshire has too many public libraries and should invest limited and reducing resources on fewer, high quality libraries. Work has already begun on improving community learning resources with the opening of Ben Cleuch Centre in late 2012, and the Speirs Centre, scheduled for May 2014. However, Clackmannanshire simply has too many facilities to ensure they can all operate at the high quality standard all learners need and expect.

Furthermore, the public and school library services are currently managed separately, with school libraries being managed locally by the Head Teacher. There is a clear potential to forge stronger links between the public and school library services through creating an integrated and seamless service,



providing better pathways for learning as part of the Curriculum for Excellence.

Not only could such an approach better facilitate efforts focused on pre-school and primary school children to foster the reading habit at an early age, but through the Making Clackmannanshire Better programme, a consolidation of all learning facilities presents potential significant and sustainable opportunities to improve our estate.

***Improvement Action:***

- In 2014/15, undertake a review of learning facilities within the context of the Making Clackmannanshire Better programme, as part of the developing Capital Asset Management Strategy and budget process.

## **Our People**

The library service as we know it, is rapidly changing and staff need to be re-trained in new skills to deliver new learning and information and advice services in a digital world.

Moving forwards, library staff need to be technologically savvy and more attuned to the digital need of community learning resource users.

Staff need to be skilled in delivering modern learning services through new mobile devices and new online services. Staff will be trained in all 'one stop shop' services including payments, bookings and processing requests for other council services, and in providing information, and where appropriate, signposting to advice and support services.

There will of course be a continuing focus on Customer Service Excellence, with recruitment and selection, and learning and development geared towards making this happen.



***Improvement Actions:***

- Ensure all staff are suitably skilled to handle enquiries related to digital and non-digital media, and can answer customer enquiries received from all access channels and multi-media sources.
- Ensure staff remain up-to-date with digital and social networking developments to ensure effective communication with young people.





## **Potential Income Streams**

Financial pressures are presenting challenges across the board. Within this context there are a number of potential income streams that could be considered to allow funds to be re-invested in learning and information services. Consultation with service users would need to be undertaken but consideration will be given to the following options:

- Paying an annual subscription to become a 'Friend of Clackmannanshire Libraries', either as an individual, family or local business
- Sponsoring a service (eg competitions, events, author visits)
- Book donations
- Bequests / leaving a legacy to the local library
- Genealogy service
- Access to digital archives



Further consideration will be given to income generation as part of an ongoing budget challenge process. Meanwhile, we will continue to seek out opportunities for accessing sustainable external funding sources to further improve learning facilities and services.



## **6 TAKING FORWARD THE STRATEGY**

This Strategy sets out a clear way ahead for delivering modern information, library and learning services. With significant pressures on public spending, the Strategy supports the continued delivery of local library services in local communities, but challenges us to consider new operating models, delivered through more integrated local community hubs that make better use of public and community assets.

An Action Plan is provided at Appendix 2. Implementation will be led by the Customer Services Manager, supported by colleagues across all council services to help ensure integrated service delivery and through-life support.

The Strategy will be reviewed annually to ensure it remains fit for purpose.





## **Appendix 1 - Strategic Background**

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

We will realise our Vision, by enabling:

- Better services
- Better opportunities
- Better communities

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



## **Appendix 2 - Information, Libraries & Learning Strategy 2013 - 2017**

Improvement Actions	Timescale
<b>Libraries, Literacy and Learning</b> <ul style="list-style-type: none"> <li>• Within the context of community planning, develop an adult learning partnership with all providers In Clackmannanshire, including the third sector, to deliver a more integrated information, advice and learning programme and experience centred around strategic priorities and need.</li> <li>• Forge deeper partnerships with schools and Forth Valley College to provide further routes to progression for learners</li> <li>• Tailor computer classes to target priority areas</li> <li>• Increase participation in reading groups throughout Clackmannanshire, and support them with books and advice on how to run a group successfully.</li> <li>• Develop the volunteer network which supports the work carried out by the Adult Literacy, ICT and ESOL tutors. Seek out more volunteers through events and publicity and provide them with training in their area of support.</li> </ul>	<p>March 2014</p> <p>December 2014</p> <p>December 2014</p> <p>December 2014 - review annually</p> <p>December 2015</p>
<b>Resources and Reading Stock</b> <ul style="list-style-type: none"> <li>• Using new technology, systematically use customer feedback from present and potential users to inform our book buying and learning resource policy.</li> <li>• Increase the number and range of digital reference material available to meet modern preferences.</li> <li>• Sustainably expand the use of electronic processing and cataloguing from booksellers,</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>March 2014</p>



Improvement Actions	Timescale
improving efficiency and releasing staff for more customer contact.	
<b>Events &amp; Activities</b> <ul style="list-style-type: none"> <li>Develop an annual integrated programme of regular cultural events, learning opportunities and activities offered in community hubs.</li> <li>Promote and increase participation in community activities within community learning resources.</li> <li>Develop a marketing plan to make people aware of what's on offer at local learning centres.</li> </ul>	<p>August 2014, annually</p> <p>Ongoing</p> <p>August 2014, annually</p>
<b>Local Libraries to Community Hubs</b> <ul style="list-style-type: none"> <li>Develop further opportunities to extend the range of learning and information services provided from the Ben Cleuch Centre, Tillicoultry, and other facilities, in partnership with other local service providers.</li> <li>Increase usage of the Ben Cleuch Centre by 10% in 2014/15, 5% in 2015/16 and a further 5% in 2016/17.</li> <li>Within the context of the Making Clackmannanshire Better programme create opportunities to extend the range of learning and information services provided within all communities.</li> <li>Review opportunities to further extend the library outreach service into communities, with an emphasis on trying to reach the traditional 'hard to reach' groups.</li> </ul>	<p>December 2015</p> <p>March 2015, March 2016, March 2017</p> <p>March 2017</p> <p>December 2015</p>
<b>New Speirs Centre, Alloa</b> <ul style="list-style-type: none"> <li>Re-launch the refurbished Speirs Centre by May 2014, and create a community facility which will be the destination of choice for people coming to Alloa.</li> <li>Develop a programme of regular cultural, heritage and learning events and activities to be held in the refurbished Speirs Centre, encouraging greater usage by the local community.</li> <li>Increase usage of the Speirs Centre library and learning resource by 10% in 2014/15, 5% in</li> </ul>	<p>May 2014</p> <p>Annual programme</p> <p>March 2015, March 2016,</p>

<b>Improvement Actions</b>	<b>Timescale</b>
2015/16 and a further 5% in 2016/17.	March 2017
<b>Library Management System</b> <ul style="list-style-type: none"> <li>Complete the migration to the Evergreen library management system by December 2013 and roll out full functionality by the end of 2014.</li> </ul>	December 2014
<b>Electronic Books (e-books)</b> <ul style="list-style-type: none"> <li>Procure and introduce an e-books solution for Clackmannanshire readers by end 2013.</li> </ul>	December 2013
<b>Online Services</b> <ul style="list-style-type: none"> <li>Launch a new and improved, interactive website - Clackmannanshire Digital Library by end December 2013, providing 24/7 access to library services and resources.</li> <li>Develop and launch a 'My Clacks Library' app for smart phone and mobile users.</li> <li>Actively market Clackmannanshire community learning resources on social networking websites to increase usage and appeal to wider audiences.</li> </ul>	December 2013  May 2014  Ongoing
<b>Technology &amp; Enhancing the Learning Experience</b> <ul style="list-style-type: none"> <li>Introduce Wi-Fi access in all Clackmannanshire community learning resources</li> <li>Implement Digitisation Strategy covering local archives, local history, local newspaper and museum collection, whilst preserving the original items</li> <li>Extend digital content in ClacksPast</li> <li>Develop a Local and Family History Centre in the refurbished Speirs Centre</li> <li>Upgrade/replace public computers in all community learning resources over the 3-year period of this Strategy</li> </ul>	May 2014  March 2017  March 2017  May 2014  March 2016
<b>Our Assets</b> <ul style="list-style-type: none"> <li>In 2014/15, undertake a review of learning facilities within the context of the Making</li> </ul>	March 2015



Improvement Actions	Timescale
Clackmannanshire Better programme, and as part of the developing Capital Asset Management Strategy and budget process.	
<b>Our People</b> <ul style="list-style-type: none"><li>• Ensure all library staff are suitably skilled to handle enquiries related to digital and non-digital media, and can answer customer enquiries received from all access channels and multi-media sources.</li><li>• Ensure staff remain up-to-date with digital and social networking developments to ensure effective communication with young people.</li></ul>	March 2014  Ongoing



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**Report to Council**

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**Date of Meeting: 19 December 2013**

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**Subject: Health & Care Integration - Partnership Arrangements**

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**Report by: Chief Executive**

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**1.0 Purpose**

- 1.1. The Public Bodies (Joint Working) (Scotland) Bill 2013 was introduced to Parliament on 28 May, 2013, with the purpose of legislating for the integration of certain care and health services. (A report to the Housing, Health & Care Committee of 22nd August, 2013 refers.)
- 1.2. The purpose of this report is to seek Council approval that any future arrangements for health and care integration in this context can be undertaken on a joint basis with Stirling Council given the two councils have shared social services.

**2.0 Recommendations**

- 2.1. It is recommended that Council:
- 2.2. a) agrees that future arrangements for integrating health and care services made under the pending legislation can be undertaken jointly with Stirling Council; and  
  
b) notes that the Chief Executive will send a statement of intent to the Scottish Government Ministers that in the context of the pending legislation Clackmannanshire and Stirling Councils plan to form a single partnership with NHS Forth Valley.

**3.0 Considerations**

- 3.1. The process for the establishment and governance of partnership arrangements set out in the Bill incorporates the preparation of an Integration Plan between the Health Board and the local authority. The purpose of that Integration Plan is to establish the context for and provide clarity of the arrangements which will operate, including: governance arrangements, functions and budgets to be delegated, outcomes to be achieved and the model of financial integration.
- 3.2. The Bill allows for more than one local authority to join together to prepare an Integration Plan with their Health Board (as opposed to each local authority

within a single health board area having separate Integration Plans). Given that Clackmannanshire and Stirling councils share social services, it makes sense that there should be a joint Integration Plan for Clackmannanshire and Stirling councils and NHS Forth Valley rather than two separate plans.

- 3.3. This matter has been discussed by the Shared Services Steering Group, the members of which are councillors from both councils (Administration and opposition) and it was agreed that formal authority should be sought from councils to proceed on this basis.

#### **4.0 Other Matters**

- 4.1 Discussions are ongoing between NHS Forth Valley and the three local councils on future arrangements for integration. Key decisions which require to be made in the forthcoming months are:

- a) those services which will be integrated; and
- b) the model of governance which will apply to the integrated partnership arrangements.

- 4.2 Proposals on these will come back to Council for consideration in the new year further to a series of meetings which are taking place throughout December 2013 and January 2014.

#### **5.0 Resource Implications**

- 5.1 *Financial Implications* - none as a direct result of this report

- 5.2 *Staffing Implications* - none as a direct result of this report.

#### **6.0 Exempt Reports**

- 6.1 Is this report exempt? No

#### **7.0 Declarations**

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

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

- Our communities are more cohesive and inclusive ✓
- Vulnerable people and families are supported ✓
- Substance misuse and its effects are reduced ✓
- Health is improving and health inequalities are reducing ✓

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

#### **8.0 Equalities Impact**

- 8.1 N/A

## 9.0 Legality

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

## 10.0 Appendices

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

None

## 11.0 Background Papers

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

1 - Public Bodies (Joint Working) (Scotland) Bill - Policy Memorandum

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elaine McPherson	Chief Executive	452002

### Approved by

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	Signed: E McPherson



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**Report to Council**

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**Date of Meeting: 19 December 2013**

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**Subject: Child Care Services Redesign**

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**Report by: Head of Social Services**

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**1.0 Purpose**

- 1.1. The purpose of this report is present to Council proposals for the redesign of Child Care Services.
- 1.2. The proposals are set out in the Appendix to this report which also outlines the vision for taking the shared service forward in a phased way over the next three years.

**2.0 Recommendations**

- 2.1 It is recommended that Council:
  - a) agrees the proposals for redesign of Child Care Services set out in the Appendix; and
  - b) notes the objectives outlined which will be progressed on a phased basis over the next three years.

**3.0 Background**

- 3.1 Council has previously agreed in respect of shared services:
  - a) the principle of integration of services below the management tiers where this would contribute to the agreed objectives of the shared services initiative;
  - b) that officers should bring forward for approval three year strategic delivery plans which set out proposals for deeper integration and that business cases should be prepared setting out specific recommendations for any related reconfiguration of services
- 3.2 The Social Services Strategic Delivery Plan was subsequently agreed by Council in June, 2013.

- 3.3 Further to the approval of that Plan, a review has been undertaken of the structure and organisation of the Child Care Service which has resulted in proposals for a more functional and streamlined structure as set out in the Appendix to this report.

#### **4.0 Considerations**

- 4.1 In developing the proposals, the Service has taken into account the major legislative changes that will impact, including:
- Children and Young People's Bill
  - Health and Social Care Integration
  - Self Directed Support
  - Redesign of Criminal Justice Service
- 4.2 This is a period of change which will bring some system shift and greater responsibility being placed on Education and Health services to co-ordinate activity for children in need. Social Work services are, therefore, required to adapt and refocus services around the national Early Intervention Model of GIRFEC to ensure that capacity is maintained to deliver on expectations of partnership working and to provide an effective and efficient service across Clackmannanshire and Stirling Council areas.
- 4.3 The proposals for redesign, therefore, are to move to a more functional structure with integrated teams across both council areas, those teams being Response Services, Specialist Services and Care Management. Over time this would reduce the number of service managers from four to three subject to a review to release this capacity.
- 4.4 Further work will be undertaken to scope two further areas of possible change in service delivery across the two council areas:
- Early Years (currently organised differently in each Council).
  - Children with disability. An scoping exercise will be undertaken with Adult services with a view to developing an All Age Disability Team.
- 4.5 Consideration will also be given to the location of Criminal Justice services alongside the Child Care service structure. This will be dependent on the outcome of the national Criminal Justice Services review.

#### **5.0 Conclusions**

- 5.1 The proposed redesign is consistent with the agreed objectives of shared services to:
- Develop and implement shared models that maximise the effectiveness of service provision to meet the needs of both Councils' populations
  - Align support functions where appropriate to support shared service delivery models and structures, while continuing to support the wider functions of both councils

- Align policies, systems, processes and management structures between organisations, so far as is practical in the interests of efficient service delivery

- 5.2 This proposal will further integrate services, make best use of resources and increase efficiencies while meeting customer needs in line with the principles underpinning *Making Clackmannanshire Better*.
- 5.3 The report attached as the Appendix has been presented and agreed by Shared Service Programme Board and Steering Group in October and November 2013 respectively. The Steering Group comprises of elected members including both members of the administration and the opposition.
- 5.4 This is a proposal that introduces changes to structure and responsibility at management level only at this point. Further business cases are being developed to consider deeper integration across the services.

## 6.0 Sustainability Implications

- 6.1 The prevention and early intervention agenda promoted within GIRFEC will have a positive effect on social and economic issues within Clackmannanshire.

## 7.0 Resource Implications

### *Financial/Staffing Details*

- 7.1 There will be no additional budget requirements arising from this report
- 7.2 There is the intention of reducing the number of service managers from four to three over time.

## 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 ☒)

Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input checked="" type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>

The 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? N/A

**11.0 Legality**

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

**12.0 Appendices**

12.1 Appendix 1 - Report to: Social Services Programme Board Tuesday 22 October 2013

**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) No

**Author(s)**

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**Approved by**

NAME	DESIGNATION	SIGNATURE
Elaine McPherson	Chief Executive	Signed: E McPherson
Val de Souza	Head of Social Services	Signed; V de Souza



## **Report to: Social Services Programme Board**

**Tuesday 22 October 2013**

**Subject: Child Care Services / Proposals for re-alignment of Service Manager responsibilities**

**Val de Souza, Acting Head of Social Services**

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### **Background**

Child Care services are in a period of change, with legislation pending, which will bring some system shift and with greater responsibility placed on Education and Health services to co-ordinate activity for children in need. This, however, is already managed on a multi-agency basis, and will continue to be so, even if primary responsibility for co-ordination shifts from social work to the partner agencies above. In this context, Child Care social work services cannot be seen as separate from partner agencies, due to the level of interdependency, where change in one area will have an impact across the partnership.

It is anticipated that following the review of the Criminal Justice service, should Option B (i.e. the criminal justice service becoming a Local Authority responsibility) be agreed that the criminal justice service should also be considered under this structure i.e. should report to the Assistant Head of Service for Child Care (and Criminal Justice)

This report outlines business requirements to support the effective and efficient delivery of Child Care Services across Clackmannanshire and Stirling Councils.

The Service is committed to securing the delivery of modern outcomes focused services, within available resources. It needs to develop and implement a comprehensive programme to improve service delivery. This can be achieved through medium and long term strategic planning, supported by robust performance management.

There is a need to realign resources, to meet the above requirements. There is a clear imperative to ensure that resources are focused on the key priorities to support service improvement and manage cost.

The measures contained in this report are consistent with and will support progress towards meeting the high-level objectives of the Shared Services Programme to:

- Develop and implement shared models that maximise the effectiveness of service provision to meet the needs of both Councils' populations
- Align support functions where appropriate to support shared service delivery models and structures, while continuing to support the wider functions of both councils

- Align policies, systems, processes and management structures between organisations, so far as is practical in the interests of efficient service delivery

The recommendations are informed by self-evaluation and consultation across the Child Care management group, recognising the perceptions of external partners, and feedback from external inspections.

Further reports are being finalised to recommend on amendment to arrangements below Service Manager level. These will include recommendations for:

- Family Placement services - to include Fostering, Adoption, and Kinship Care
- Consolidation of arrangements for Child Protection at the multi-agency Hub
- Development of Children affected by Disability as a combined service with Adult Disability services to create a “Life long disability service’
- Consolidation of permanent arrangements for the remaining services – including the Throughcare / After-care service, and strengthening first-line management arrangements for Care Management

## **Summary of proposals**

The specific components that are critical to improving core business requirements for childcare are:

- To realign the service to a form that can be recognised as a shared service, rather than a separate Clackmannanshire and Stirling services.
- To realign arrangements in a form that will fit with any future realignment of services e.g. as a consequence of Health and Social Care Integration
- To realign the responsibilities of Service Managers to improve role clarity
- To move to a more specialised service, aligned with role clarity for service managers, that will promote focus and maximise opportunities for service development and improved performance
- To maintain capacity to deliver on expectations of partnership working

This will enable the Service to:

- Maximise the use of resources
- Develop a culture of continuous improvement
- Accelerate rate of progress on improvement activity

- Improve resource management
- Address key risks and improve risk management arrangements

## **Overview of Current Situation / The Need for Change**

These examples highlight the need for change:

- **Role clarity**  
The management of response services - the Stirling Intake Service, the Clackmannanshire Intake Service, the Child Protection Multi-agency Hub, and the Out of Hours Service are split between 3 Service Managers, yet have to work in an inter-dependant way to provide an efficient and effective service. This is sometimes confusing for staff and can result in the service seeming to be disjointed and inefficient

It is proposed that this group of services is linked together under a single manager, to ensure consistency of co-ordination and effort.

- **Service Development**  
One of the key priority areas for child care services is to reduce demand for high-cost services by providing effective family support and reducing the need for children to come into care. This sits alongside a focus on increasing capacity through improved recruitment of foster and adoptive carers.

In relation to reducing demand, we have a substantial group of Family Support Workers and Social Work Assistants who are key to prevention activity. They are, however, managed in small groups in each area, and spend considerable time managing contact arrangements, rather than provide focused parenting support. Alongside this, there is considerable spend on commissioning services to provide parenting support, at a significant hourly cost.

We have initiated a workstream, supported by CELCIS, to review the balance of staff activity and commissioning within the service, to consider how we can improve the service, re-focus staff activity, and review the balance of direct provision and commissioning. A key area that will be considered in this review is how we deliver services across 7 days, at the times families need support.

In the context of the review described above, the key point for this report is that the management of family support activity is spread across several managers. Single management of this function, as a more specialised service, with critical mass and flexible working across the week and shared service area, will support more effective working.

- **Flexibility of staff deployment**  
Managers face difficulties, on a regular basis, from staff, supported by Trade

Unions, over the issue of who they work for - the Council area or the Shared Service. Where this becomes evident is in the more specialist areas where services cross boundaries.

Bringing staff into a single employment line that provides clarity will remove a significant barrier to flexible working.

### **The new model**

The service lends itself more readily to a 3, rather than the current 4 Service Manager Model. This would split the service into the 3 workstreams of 1) Response Services 2) Care Management, and 3) Specialist provider services.

A phased approach from 4 Service Managers to 3 is proposed over the period 2014-16 to support the move to shared services in Care Management teams.

**Phase 1**, 2014-15 initially requires there to be 2 Service Managers working across Clackmannanshire and Stirling Care Management Teams. This will support the transition to shared services by ensuring there is good management support and experience in the service. At this point in time it is also evident that the service still requires this level of service manager capacity

**Phase 2**, 2015-16 it is proposed that the service reduces the service manager capacity by 1 Service Manager in Care Management, therefore achieving the overall aim of 3 Service Managers in total across children's services in Clackmannanshire and Stirling councils. Some work is required in the coming months to draw up proposals for the transitions required in care management.

This is proposed in the model at Appendix 2, with the current model outlined at Appendix 1. It is considered that this model meets the key requirements outlined in the summary of recommendations earlier in this paper.

A degree of fragility remains in the service, as improvement activity in both Stirling and Clackmannanshire is consolidated, and work remains to be done to create the service as a shared, rather than 2 council services. Activity in all of these areas has been constrained by the significant demands on Service Managers, in this area of service, from operational and improvement activity. This deflects their ability to deliver on strategic expectations.

It is proposed that

It is recognised that this model will not accrue any savings in Phase 1, and will be effectively cost neutral.

Overall, it is believed that the combination of Service Manager role clarity and focus on specialist activity, within a recognisable shared service structure, will help drive service improvement, consolidate service delivery and will give staff a vision of the direction of the service in the future

Key outcomes from these changes would be:

- Improved knowledge of performance, activity, costs and the allocation of resources
- A cohesive structure to strengthen the delivery of the core business functions and priorities of the service in accordance with the business plan
- A coordinated approach to business planning, and quality assurance to support improved outcomes
- Cost efficiencies through the application of consistent and effective business processes
- A coordinated and cost effective approach to workforce planning, development and staff engagement
- Enhanced focus on self-evaluation through reliable performance management information
- Improved communication and consultation with stakeholders

### **Additional areas for consideration**

2 areas require further consideration:

- **Children affected by Disability**

Disability is a life-long issue and current arrangements are service, rather than service user oriented, often causing difficulty for users and their families as their care is transferred between services at the biggest point of change in their lives - the transition from school to adulthood.

Discussion has taken place between Child Care and Adult Services, and the current view is that the services could be combined into a life-long service.

As a consequence of this discussion, the Children affected by Disability service is not reflected in the proposed responsibilities of Service Managers at Appendix 2.

A consultation exercise with service users and their families is being held to explore this issue further, and a detailed report will then be prepared by the Service Managers, Child Care Specialist Services and Adult Care.

- **Early Years**

Currently, different arrangements apply in both Stirling and Clackmannanshire, with the bulk of Early Years activity in Stirling sitting with

Education, and the bulk in Clackmannanshire sitting with Social Services.

This is inconsistent in itself, but the key drivers of 1) GIRFEC 2) the Early Years Collaborative, and 3) pending legislation - the Children and Young Person's Bill, all promote early intervention and support, and the maintenance of children within universal services.

It is proposed that a review and options appraisal exercise be undertaken on the delivery of the Early Years service across the Shared Service with a view to service redesign. It is anticipated that this review may need initially to focus on local authority arrangements, but that the options appraisal will include the role and ultimately the inclusion of NHS partners, the third sector and the community. This should lead to discussion within the respective Community Planning Partnerships

## Risk Mitigation

The following section outlines the reduction of risk afforded by the proposed model and the advantages that it would offer the Service in terms of quality and efficiency. These benefits are achieved without any additional overall cost.

Risk Identified	Proposed Solution
<p>The current model of delivery is disjointed and inefficient.</p> <p>Opportunities to realise efficiencies are not recognised and not achieved.</p> <p>Service Managers responsibilities overlap and are not clear to staff</p>	<p>The model proposed in the paper has the potential to support better focus for Service Managers, to better support staff and promote service development</p>
<p>The service is not recognisable as a shared service, with a consequent resistance to buy-in from some staff</p>	<p>Allied to more specialist Service Manager role clarity, the proposed structure, more specialist in nature and working across the shared service area, will be more recognisable as a shared service and promote buy-in.</p>

## Proposed Timeline

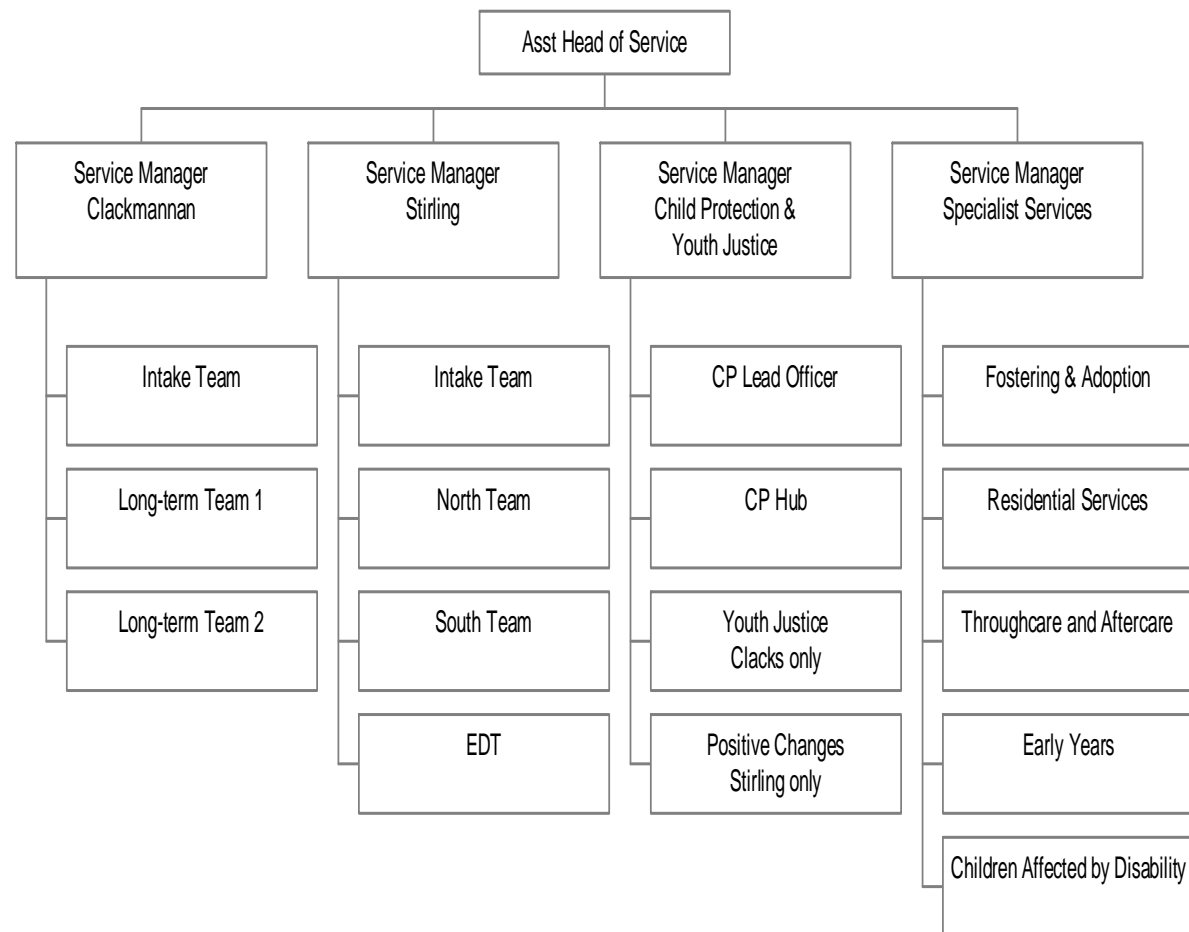
Action:	Completed:
Consultation with Service Managers	April to June 2013 - Complete
Consultation with Child Care Management Group	April to June 2013 - Complete
Consultation with CEXs	August to September 2013
Consultation with Shared Service Programme Board	October 2013
Consultation with Trade Unions	August to September 2013
Realignment of Service Manager responsibilities	January – March 2014

## Child Care Social Services

### Current arrangements

Note: Yellow boxes indicate overlap of responsibilities

Grey boxes indicate inconsistency of mangement arrangements/ Dark grey indicates single council services rather than shared service





# **Child Care Social Services** Proposed arrangements

